

Making History, Again.

Proposal for

City of Madison

Garver Feed Mill

December 19, 2014



Baum Development

SmithGroupJJR

Sustainable Resource Group LLC

Design Coalition Inc.

Bachmann Construction

Making History, Again.



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Making History, Again.

December 19, 2014

Don Marx
Office of Real Estate Services
Economic Development Division
Department of Planning and Community and Economic Development
215 Martin Luther King, Jr. Blvd., Room 332
Madison, WI 53701-2983

Re: Request for Proposal - Garver Feed Mill

Dear Mr. Marx and Members of the Selection Committee:

It is with great pleasure and excitement that Baum Development and our partners deliver our vision for the redevelopment of the Garver Feed Mill. As developers specializing in the adaptive reuse and renovation of historic structures, we are drawn to the iconic identity and history of the Garver Feed Mill.

Our hope is to work collaboratively with the City and other stakeholders to create a world-class project that resurrects Garver's functional importance in the community and amplifies Madison's already burgeoning local foods reputation. We propose restoring the Garver Feed Mill in a way that is true to the building's historic identity, yet replete with the modern specifications that provide for a homegrown food production facility of national consequence.

We have a long history of working with iconic projects, and rather than merely incorporating the existing structures of Garver into a larger design, we believe that they ARE the featured design; celebrating Garver and its history yet providing a way for the building to take a functional step forward into the future.

Some of the most notable projects with which our team has been involved include The Green Exchange (LEED Platinum) in Chicago, the Resilience Research Center (LEED Platinum) in Madison; DPR Construction Headquarters (2nd Net Zero Energy Building certification in the US) in Phoenix, Arizona, Madison Children's Museum (LEED Hold) in Madison, Wisconsin, and The Mode Building (LEED Gold) in Boise, Idaho. The Baum Development team has been consistently recognized for its level of creativity, historic preservation, sustainability, community benefit as well as the positive economic impact that define its developments; a corresponding list of awards and honors has been included on represented project pages found in Section 3.

Our team has a great deal of experience engaging various stakeholders and working through complicated transaction structures, including various municipal, state, and federal processes. In fact, our team had been working for more than a year prior to the Garver RFP issuance in an effort to build and refine our concept with a variety of stakeholders - all because we know this development will be a character-defining trademark for the City of Madison.

Beyond our call to civic responsibility, our mission is to re-create this historic and unique space as a platform for local food makers and craftspersons that enhances their presence in and importance to the local economy and beyond. As detailed in this proposal, our philosophy combines efficiencies through cooperation, generates prominent visibility, and provides interactions with customers from Madison and around the world in exciting new ways. We believe Madison sits on the precipice of a breakthrough in the local food movement and that the Garver Feed Mill can be a physical catalyst for its growth.

Building on the exciting possibilities of the Garver Feed Mill, our cohesive vision for the North Plat would transform both landmarks into a regional amenity with the characteristics of a truly Madisonian experience. Through partial restoration, the North Plat would include an international showcase for sustainable design trends that are emerging across the world encompassed by the micro-lodging/tiny-homes movement and other neighborhood and sustainable amenities. This showcase will only lightly develop the open space that the North Plat affords, yet draws attention from across the country and the world for being the focal point of a movement that celebrates sustainability, authenticity, and community. There is no place in the United States better for that showcase than Madison, Wisconsin.

Baum Development has assembled a uniquely qualified team of local firms who share our passion and values for the potential of this project. In addition, we have the experience, financial strength, vision, and track record that will enable us to work with you on this extraordinary opportunity.

The triple bottom-line nature of this development and the potential legacy this project presents aligns with the core principles this team strives to accomplish. We look forward to continuing our work and making history, again.

Sincerely,



David L. Baum
Baum Development



1 | Transmittal / Acknowledgment Letter

Appendix C - Transmittal Acknowledgement Letter

Transmittal Acknowledgement Letter

Developers shall incorporate into each copy of their proposal the following letter on their letterhead or stationary, with the executed Disclosure and Disclaimer attached.

Subject: City of Madison Garver Feed Mill Re-Use Request for Proposals

The undersigned has read the City of Madison's Request for Proposals for the re-use and rehabilitation of the Garver Feed Mill. On behalf of our development team, we agree to and accept the terms, specific limitations, and conditions expressed herein. WE HAVE READ, RELY UPON ACKNOWLEDGE, AND ACCEPT THE CITY OF MADISON'S DISCLOSURE AND DISCLAIMER, AS PROVIDED ON IN THIS RFP, HERETO FULLY EXECUTED AND FULLY INCORPORATED INTO THIS LETTER.

Also attached herewith is a checklist of the submission requirements of the City of Madison Request for Proposals for the re-use and rehabilitation of the Garver Feed Mill.

Sincerely,



(SIGNATURE)

David Baum, Principal

(NAME AND TITLE)

Baum Development

(ORGANIZATION)

David Baum, Baum Development

(DEVELOPER NAME)

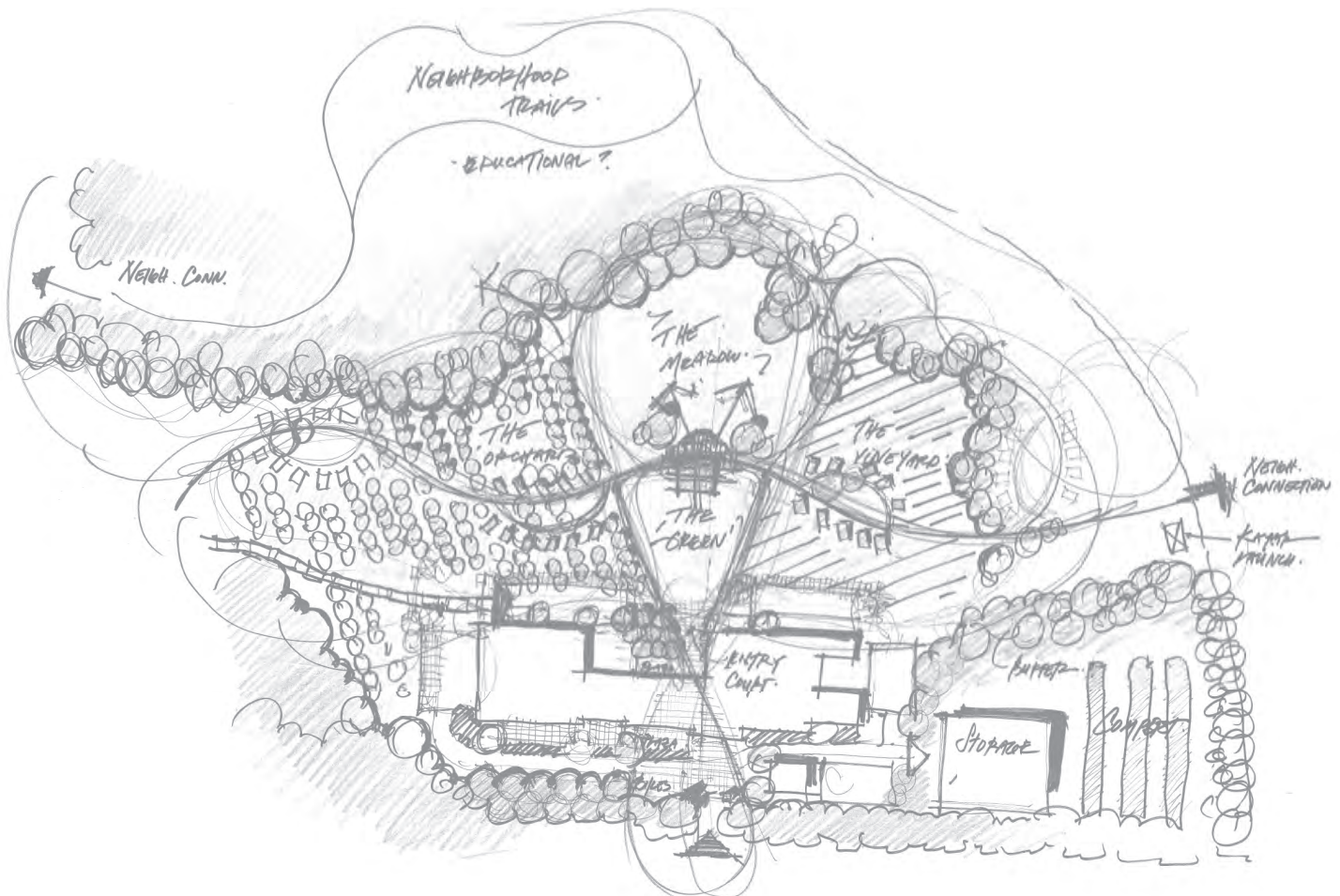


2 | Garver Feed Mill Re-Use Conceptual Plan / Design

a. A site plan illustrating the extent of proposed development, access points, site circulation, general configuration of uses, location of parking, etc.

Our vision will create a place that respects and enhances the landscape and surrounding neighborhood while creating a destination for people interested in artisan food production, urban agriculture, and the native landscape.

Integrating artisan food production with cultivation, education, and natural recreation in a manner that is sensitive to overall site context will create an amenity for the neighborhood and a regional destination in the City of Madison.



Project Summary

Primary Project Goals:

1. Restore Garver Feed Mill's core function as an artisan food production facility.
2. Establish Garver Feed Mill as a high-profile destination within the region's innovative local foods movement.
3. Catalyze partnerships to feature educational programs and functions that showcase sustainable technologies and conservation practices in both the restoration and preservation of the building and adjacent land.

Proposed Development Components

Goal #1 - Artisan Food Production Space

Over the last year, our team has met with many local, mid-sized and established artisan food makers and craftspersons. The successes that these hard-working entrepreneurs have achieved have also categorically pushed them to their spatial limits at their current facilities. Reflecting their collective vision, combined with our adaptive re-use experience, the project will return the operation of the Garver Feed Mill to its originally intended primary purpose as a production facility.

The building will be preserved in a manner that features its iconic design and is compatible with the existing structure to maximize its historic fabric.

Garver's location, structure, and history present an ideal facility for this type of use both functionally and financially. The renovation of this iconic project as an employment hub centered on food processing is historically accurate and is remarkably fitting for this time in history.

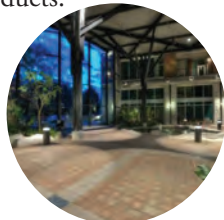
Goal #2 - Regional Destination

Activating spaces within the Garver Feed Mill and on the North Plat will generate renewed attention to the building's place in local history and within the neighborhood – establishing the project as a truly quintessential Madison experience. Collectively, these restored spaces will generate a vibrant mix of necessary economic function and educational uses for the benefit of tenants and other stakeholders.

1 Event and Meeting Venue

Celebrating its past and current food production heritage and unique character, Garver Feed Mill will provide a host of customizable, one-of-a-kind spaces for various community and tenant meetings and events during peak and off-peak production. These spaces could also provide a venue for Olbrich Botanical Gardens (OBG) special events until future OBG building additions are completed.

- **Highlights:** Indoor atrium, two outdoor courtyards, Garver Green and an on-site catering service featuring "Made in Garver" products.



"The mere presence of these regional strengths does not guarantee future prosperity. Instead, the Madison Region must find ways to leverage these food-related assets in innovative manners that build economic opportunities, but also maintain the region's quality of life."

– Madison's Food, Agriculture and Beverage Industry Cluster report prepared for Madison Region Economic Development Partnership, Oct 2014

2 Office

Dedicated office space for tenant producers and ancillary organizations.

- **Highlights:** Headquarters for sustainable food and agriculture-focused non-profit organizations and consultants.



3 Retail

Provides visitors an opportunity to enjoy and bring home the best of Garver-made food products. Creates special opportunities for the public to get up close with the historic features of the building and the artisans themselves.

- **Highlights:** Small retail/café area and weekly farmers market.



4 Microlodging Showcase

Incorporates 50 microlodging units in small clusters that provide a unique “Madison” overnight experience and guest spaces for local events. Promoted as an international showcase, each micro-lodging unit averages 250 sq ft in size and offers the visitor a first-hand experience that emphasizes energy efficiency and a “less is more” lifestyle.

- **Highlights:** International showcase of the best and most energy

Goal #3 - Educational Benefits

Catalyzes environmental education partnerships with stakeholders and community organizations. Through this collaborative approach, we will facilitate partnerships to restore, manage and preserve natural areas and waterways surrounding the building and the North Plat.

Reducing home size by 50 percent results in a projected 36 percent reduction in lifecycle greenhouse gas emissions.

Source: A Life Cycle Approach to Prioritizing Methods of Preventing Waste from the Residential Construction Sector in the State of Oregon

1 Urban Agriculture

Integrates sustainable urban agriculture in a naturalized manner that enhances the experience of the space and blends with the existing site conditions. Provides outdoor gathering spaces for guests to experience cultivation and production. Partners: REAP Food Group, FairShare CSA, Dane County Farmers Market.

- **Highlights:** 3.3 acre orchard, 1.5 acre vineyard, wild berry patches and community gardens.

2 Outdoor Conservation Education

Creates a platform for educational programs and functions that will complement the plan while simultaneously providing restorative services. Partners: Wisconsin Urban Wood, Natural Heritage Land Trust, Olbrich Botanical Gardens and the Friends of Starkweather Creek.

- **Highlights:** Wetland walking trail, urban forestry demonstration area, native plant species plantings.



3 Sustainable Technologies

Builds on our extensive record in implementing practical and purposeful use of construction methods and building technologies to achieve the highest green standards. A geothermal heating/cooling system, 20 kW solar PV, stormwater infiltration, rainwater harvesting and waste heat recovery system are promising sustainable technologies for inclusion based upon the concept building design and will require further investigation to determine feasibility.



The North Plat

This proposal aims to deliver the renovated Garver Feed Mill and the North Plat as a truly Madison landmark. With careful consideration to realize a cohesive development that brings to life the full and unique experience that the Garver Feed Mill can offer, the North Plat will feature an assortment of complementary recreational and sustainable functions driven through various community partnerships. Integrating artisanal food production with cultivation, education and recreation in a manner that is sensitive to overall site context within and beyond the 5 acres of the Garver Feed Mill will create an amenity for the neighborhood and a regional destination in the City of Madison.

Highlighted Amenities:

- **Trailways** - Designed to enhance access and passive recreational opportunities sensitive to native habitats, wildness areas and established eco-systems.
- **Garver Green** – Dedicated outdoor space area for passive activities and family-friendly events.
- **Educational Signage** - Easy to understand explanations of various ecological features.
- **Public Art** – Recycle and repurpose Olin Terrace as functional art in concert with the local artist community.



Olbrich Gardens Interaction

- Partnership opportunities with Olbrich Gardens to provide a unique educational experience that features urban agriculture, along with native plantings, environmental education and provide new opportunities for events.
- Addresses building needs with a stand-alone storage space and relocates composting/mulching operations to an area less obtrusive to the operations of the Garver Feed Mill's tenants and neighbors.
- Primary entrance coming from Fair Oaks Ave rather than Sugar Ave.

Public Market and FEED Kitchen Interaction

Due to limited space, we anticipate a total of 8-10 tenants, far fewer than the total number of vendors that responded as “interested to very interested” in locating or doing business at a public market in Madison” in the Madison Public Market Phase 1 market analysis study¹. Furthermore, our program focuses on just a small number of the region’s 281 small to mid-sized food and beverage manufacturing companies that currently employ between 10-99 employees or are on pace to grow from less than 10 employees to more than 10 in the next couple of years. Garver is not intended to compete with spaces more suitable for emerging and start-up food businesses.

¹http://www.cityofmadison.com/dpced/economicdevelopment/documents/FINAL_PPS_MPM_Phase%201%20Report_FINAL%20w_%20Appendix.pdf

Additional Community Benefits

Economic Impact

The new primary tenants of our proposal are categorized as second stage companies (Edward Lowe Foundation) given that most have proven products, operational track records (sales over a million) and customer growth history, and typically have ten or more permanent employees. While both our team and the City of Madison embrace entrepreneurial startups, these second stage companies will generate more new jobs and higher levels of sales over new establishments. This second stage tenant focus will add to the economic viability of our proposal. Our new **food and beverage related tenants** will retain 70-90 existing jobs, and are forecasted to create additional 15-30 jobs by year three. Garver's new **non-profit and office related tenants** are forecasted to retain 18-24 existing jobs and create an additional 6-12 jobs within three years of opening at this new facility. **Lodging staffing** is forecasted to create five new jobs within the first 3-5 years of starting operations.

The employment forecasts above are separate from the important construction jobs that will be created/employed during the transformation of this proposed \$20 million project. Employment multipliers can also be applied to the direct spending figures at a specific rate per million dollars spent. The estimated weighted employment multiplier for spending related to construction of the Garver Feed Mill is 10. In other words, approximately 10 jobs will be created/employed for every \$1 million dollars spent. For the \$20 million project, that's an additional 200 jobs. In other words, in addition to all of the workers employed by the construction contractor and its subcontractors, an additional 200 jobs will be supported through those employees' economic activity. In this instance, the multiplier jobs are temporary, as the construction process is projected to last less than two years.

Food manufacturing tenants are associated with Job zones 1 and 2: lower to middle skilled. Consequently, the industry provides opportunities for workers with a variety of skills and educational attainment. While requisite credentials and skills in food manufacturing occupations vary depending on the position, and range from little to no preparation to extensive preparation, many require the operation of specific machinery, as well as general labor such as packaging, material moving and other types of production work.

Urban wood processing, a small but important component of this project, is an emerging growth industry cluster for the Madison region and State of Wisconsin. The combined Dane County contribution of urban wood products in the local economy has grown from less than \$100,000 in 2008 to nearly \$500,000 in 2014. With this industry growth and leadership, additional job creation from this sector will blossom.

Food System Equity

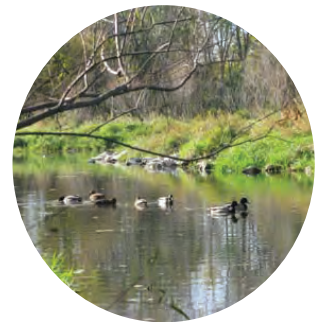
Building a fair and sustainable food system doesn't begin or end with one building or community initiative. We believe that our vision for the Garver Feed Mill can be an important piece of the larger solution to the challenges of food system equity that are deep-rooted in the area's food system.

Broadly speaking, justice and access are two topics where developments and developers can continue to meet our obligation to play a proactive role in the on-going local conversation. The Garver Feed Mill redevelopment concept can contribute to achieve meaningful action towards locally-based solutions.

Access	Justice
<ul style="list-style-type: none"> Creates broad spectrum of gainful employment opportunities served by multiple transit options that do not require car-dependency. 	<ul style="list-style-type: none"> Promotes and supports the growth of local employers that provide living-wage jobs. That money is more likely to stay in the community and circulate in the economy.
<ul style="list-style-type: none"> Provides citizens equal rights to grow and provide one's own high quality foods through the inclusion of community gardens spaces. 	<ul style="list-style-type: none"> Creates unique place for sharing best practices and organizing the food community to engage in meaningful collaboration on food equity policy issues.
<ul style="list-style-type: none"> Benefits local youth education programs focused on teaching where food comes from and what makes healthy food. 	<ul style="list-style-type: none"> Foster's broader understanding and symbolizes support for the efforts of the tiny home/micro-lodging movement and moves towards a more humane and sustainable world.

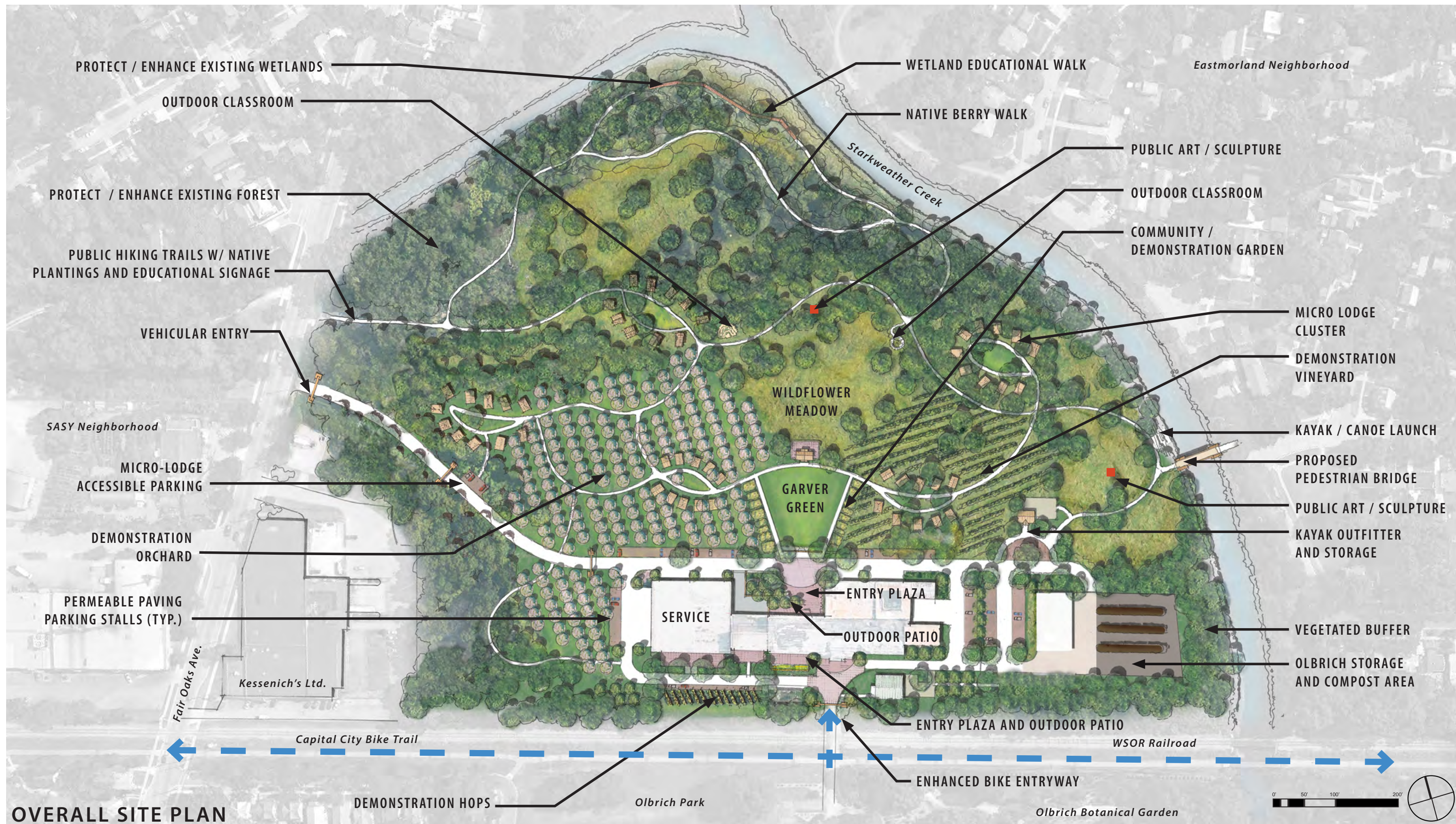
Compliance with Neighborhood Goals

- Minimize impacts on the North Plat and neighborhoods surrounding the Garver Feed Mill;
 - ✓ In aggregate, the footprint of planned micro-lodging on the North Plat will be less than 3% of the land. with the remaining areas open for public access
 - ✓ Garver Feed Mill's primary use facilitates peak delivery vehicle use during normal business hours.
 - ✓ Uses are consistent and balance various interested users.
- Encourage alternative means of transportation while minimizing required on-site parking;
 - ✓ Collaborate with OBG to coordinate special event parking needs for both facilities.
 - ✓ Committed to making available bike racks, car-sharing (i.e. Community Car), bike-sharing (i.e. B-Cycle) and quiet watercraft landing on Starkweather Creek.
 - ✓ Site plan and restoration accentuates the bikepath as an attractive arrival point.
 - ✓ Promote bus route information to visitors and promotional materials.
 - ✓ Coordinate Bike-to-Work week activities and participation Madison Metro.
- Ensure public access to the Garver Feed Mill;
 - ✓ Inclusion of several indoor (atrium, meeting room) and outdoor areas made available for public access.
 - ✓ Proposed North Plat development enhances and restores brownfield for immediate recreation use.



- Preservation, to the largest extent possible, of the Garver Feed Mill;
 - ✓ No building addition proposed for Garver Feed Mill to preserve and celebrate the historic nature.
 - ✓ Adheres to National Park Service historic preservation standards.
 - ✓ Intention to list Garver on the National Register for Historic Places.
- Sound integration of environmentally responsible technology and sustainable redevelopment;
 - ✓ Micro-home designs that demonstrates more efficient living spaces to visitors; the average tiny-home uses 8.5% of the space of a standard US home.
 - ✓ Emphasize native plants and maintain landscape to minimize water use and maximize storm water retention.
 - ✓ Aim to achieve LEED Platinum Certification standard with the inclusion of a PV array and exploration of geothermal systems.
 - ✓ Explore feasibility of food production waste materials into OBG composting operations.
 - ✓ Include micro gardens.
- Encourage collaborations and communications with OBG, the City and the neighborhood
 - ✓ Propose monthly meeting with OBG and other means to provide on-going communication with development team and once operational, management team.
 - ✓ Make available public space for surrounding neighborhood association meetings free-of-charge.
 - ✓ Partner with OBG to maintain and inform on landscape and gardens.
 - ✓ Participate in efforts to establish a land trust agreement between City parks department, Friends of Starkweather Creek, DNR, Baum Development, Wisconsin Urban Wood and local land trust organization to restore natural areas, forest and waterways.







FRAMEWORK PLAN

LEGEND

FOOD MAKERS

- 1 Orchard
- 2 Vineyard
- 3 Hops
- 4 Outdoor Patios

MICRO LODGING

- 5 Microhomes - 20

ENVIRONMENT

- 6 Permeable paving
- 7 Rain-gardens

GARVER BUILDING

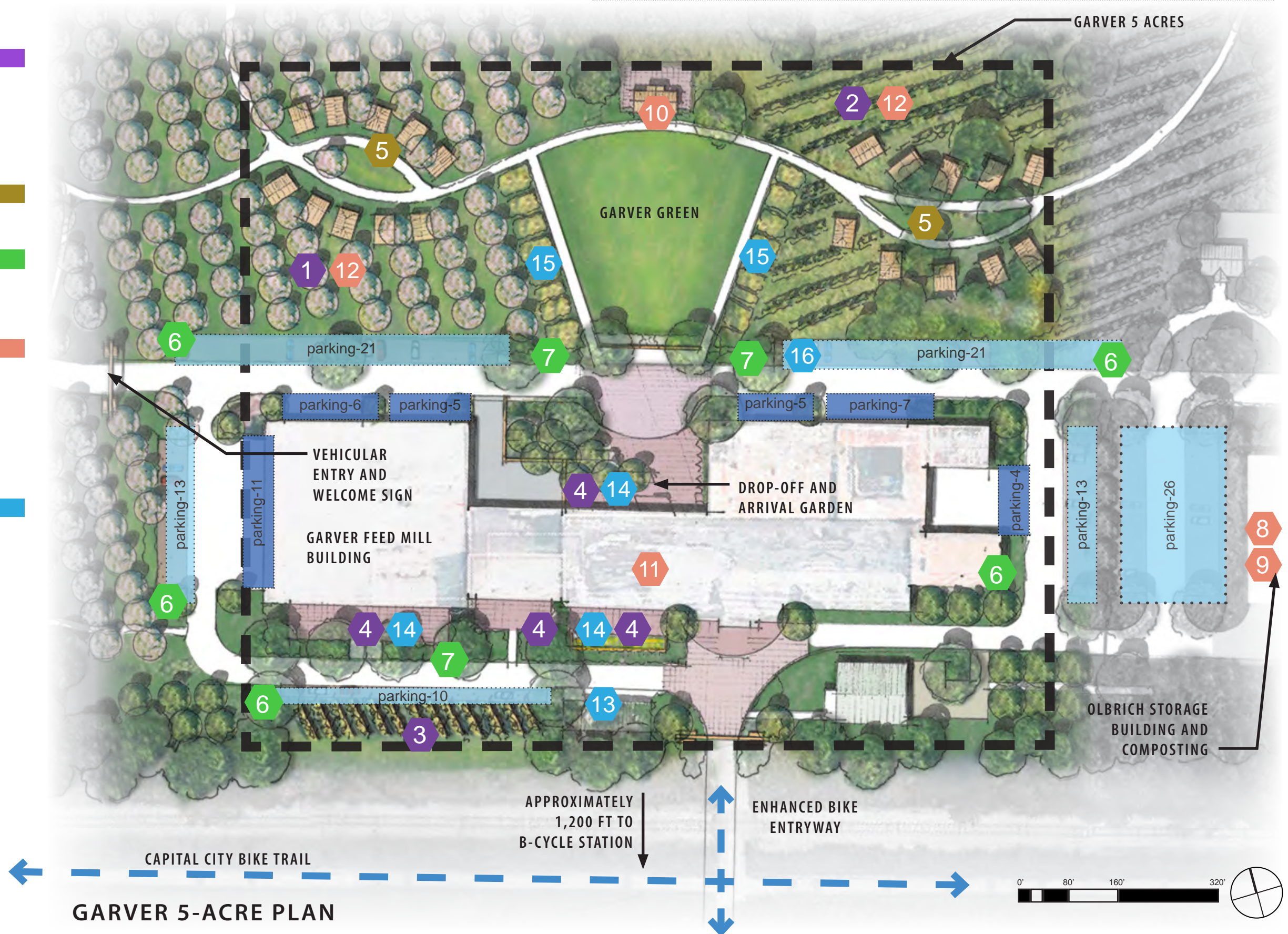
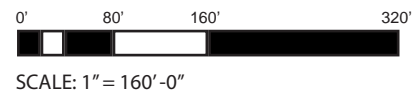
- 8 Storage Space (Olbrich)
- 9 Composting (Olbrich)
- 10 Events Pavilion
- 11 Events Space
- 12 Urban Agriculture Exhibits

NEIGHBORHOOD

- 13 Bike Parking
- 14 Outdoor Patios
- 15 Community / Demonstration Gardens
- 16 Community Car / Car Share

PARKING

104 Permanent Spaces	104
37 Part time spaces (shared w/ service)	37
Total Parking Spaces	141
Bike Parking (Covered)	36

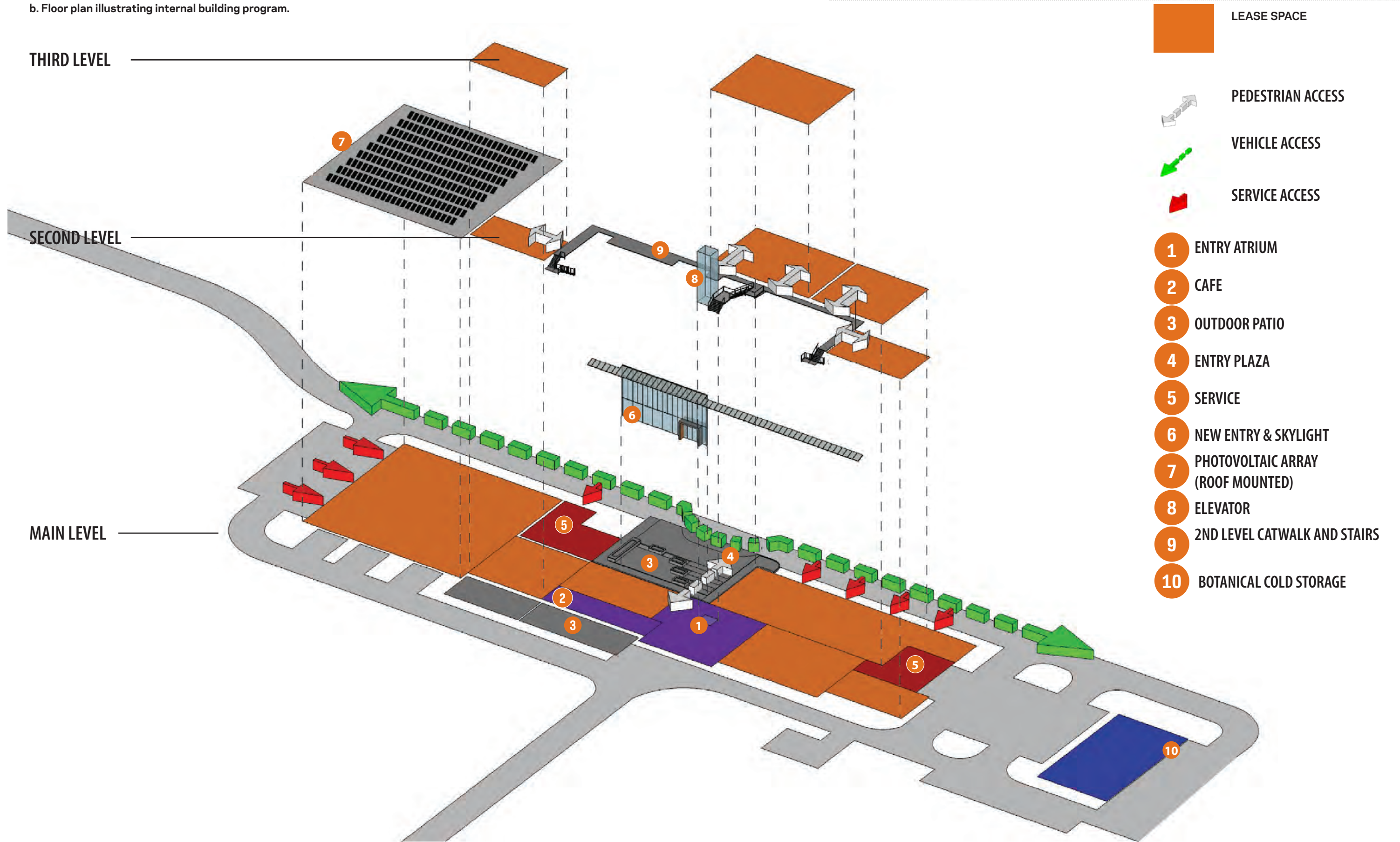


GARVER 5-ACRE PLAN

b. Floor plan illustrating internal building program.



b. Floor plan illustrating internal building program.



c. Development program in table format indicating the type of use, square footage of use, parking ratio/total number of parking spaces. Specific note should be made of:

Zoning review estimate: 188 parking spots

Parking reduction strategy* exemption: - 47 parking spots

Total spots available: 141** (104 Full-time parking spots, 37 Part-time parking spots shared with service)

Development Program Summary	
Production	38,700
Office	17,800
Event	3,200
Cafe	1,300
Total	61,000

On-site alternative transportation/parking reduction strategies:

- Bike Parking: 36 bike parking spots
- Bike Use: Concept encourages more effective use of the bike path and furthers the communities' investment in more bike traffic of the East Rail Bike Path
- Car-Sharing: 1 dedicated Community Car spot planned
- Bike-Sharing: B-cycle station located 1200 feet from building
- Nearby parking: A 2008 parking inventory analysis by Commonwealth Development demonstrated the availability of over 700 parking spots within ¼ mile of Garver Feed Mill.
- Bus: Currently the site offers an abundance of choices for bus transit as highlighted in the table below:

Currently the site offers an abundant of choices for bus transit as highlighted in the table below:



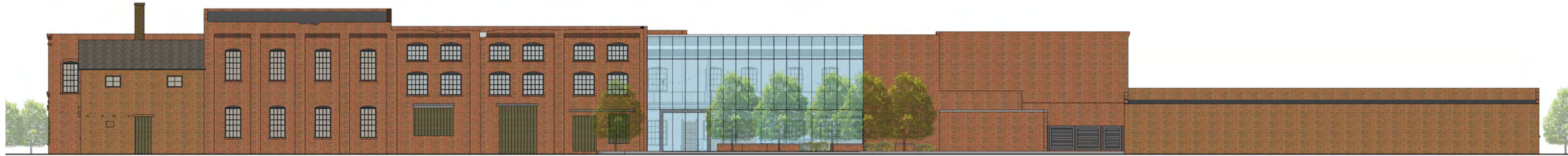
	Atwood Ave Route			Milwaukee Street Route			Walter Street Route		Fair Oaks Ave Route
Bus Route #	3	37	38	5	15	14	31	16	7
Distance to Garver (miles)	0.2 miles	0.2 miles	0.2 miles	0.45 miles	0.45 miles	0.45 miles	0.4 miles	0.4 miles	0.2 miles
Weekday Interval Frequency	30 min	-	-	30 min	-	-	-	30 min	-
Number of Buses (AM)	12	6	23	12	8	8	3	10	12
Number of Buses (PM)	25	9	16	20	8	7	3	15	21
Weekend Interval Frequency	NA	NA	NA	60 min	NA	NA	60 min	60 min	30 min
Earliest Morning Bus (Weekday)	6:05 am	7:12 am	5:15 am	6:02 am	5:40 am	5:45 am	7:30 am	6:05 am	7:10 am
Latest Evening Bus (Weekday)	11:47 pm	5:50 pm	7:02 am	11:58 am	6:20 am	6:09 pm	6:34 pm	10:45 am	10:13 pm

*By identifying various alternative transportation/parking reduction strategies (see above), this project aims to minimize pavement but not deter accessibility to support the users' experience. We see many opportunities to arrive at a workable solution through creative problem solving and in collaboration with various stakeholders.

**As a comparison, OBG currently has 170 on-site parking stalls that serve ~245,000 visitors per year.



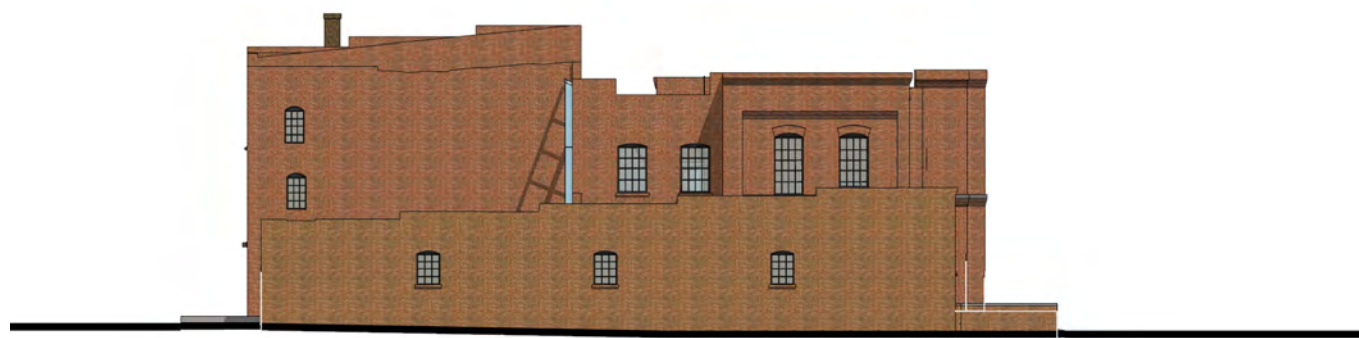
d. Renderings, sketch-up models and elevations illustrating all facades.



North facade



South facade



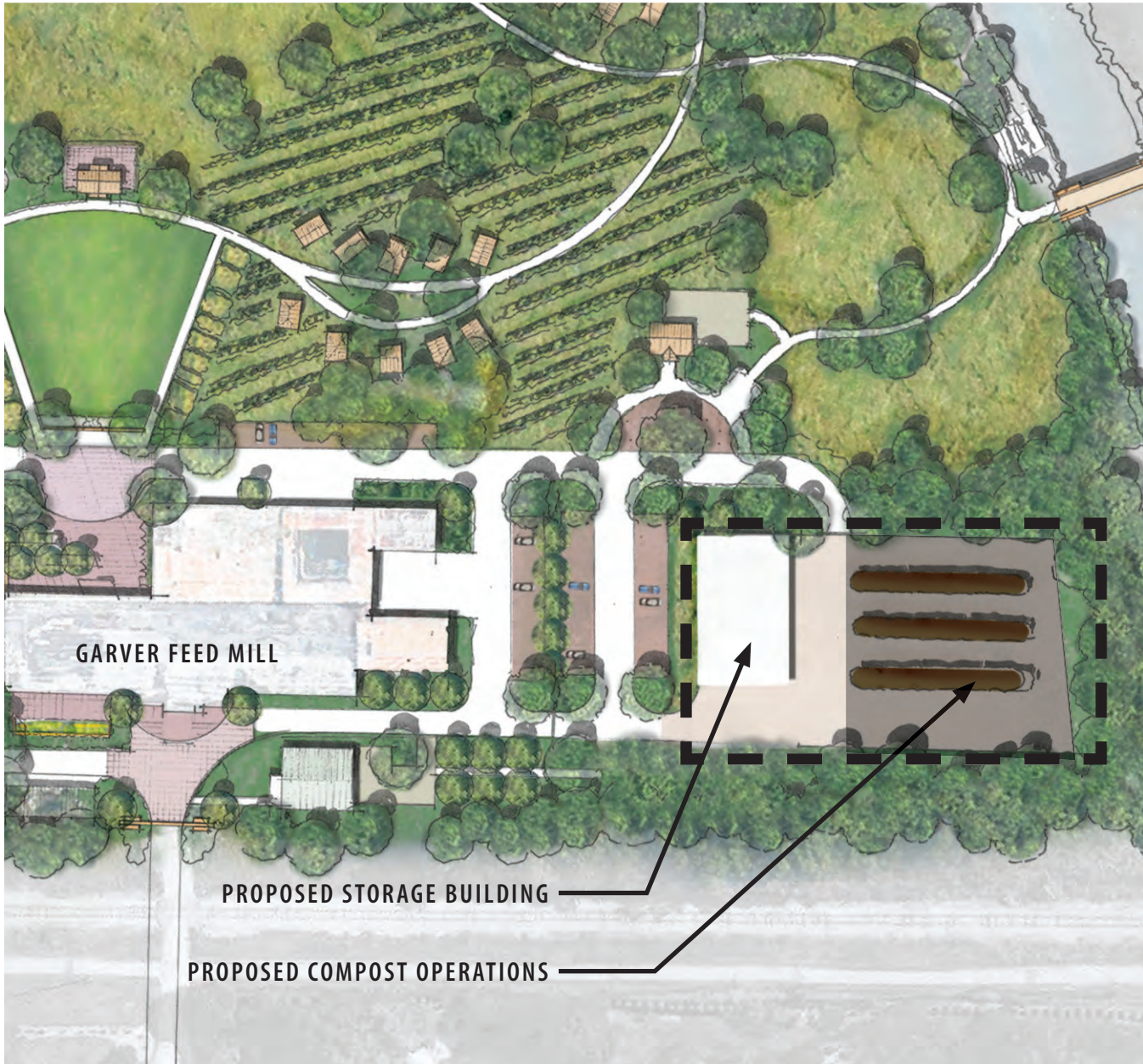
West facade



East facade

e. Identification of location of the 14, 000 SF of space for use by Olbrich Botanical Gardens. NOTE: This space may be either in the Garver Feed Mill Building itself or located adjacent to the Feed Mill in the North Plat as shown in Appendix A.

The proposed site plans will accommodate cold storage for Obrich Gardens and incorporate existing mulching / composting operations.





3 | Development Team Information

a. Organization Form, Team Members, Personnel



Identification of the developer and all associated team members

▶ Baum Development, LLC

Baum Development, LLC is a comprehensive national real estate development company specializing in the acquisition and redevelopment of underutilized properties. Since 1989, when principals David and Douglas Baum began renovating two-flats in Chicago's uncharted neighborhoods, Baum has demonstrated an innate ability to identify value added opportunities. To date, Baum Development has successfully completed 3 million square feet in 85+ projects throughout the Midwest and Western United States.

Baum's diverse real estate development portfolio includes office, multi-family, mixed-use, hotels, single and multi-tenant retail centers, and land. Our experienced and talented team of real estate professionals offers a wide range of strategic development capabilities from site selection and build-to-suit construction to adaptive reuse and historic preservation.

We are particularly passionate about adaptive reuse development. We continue to be at the forefront of emerging neighborhoods, creating success in areas of real estate previously considered unstable. Notable projects include adapting older buildings into mixed-use properties, often combining retail, residential and/or office.

Our extensive experience, knowledge, and creativity allow us to execute development projects that others deem unfeasible. We continue to push the envelope each year by pursuing bigger and bolder projects.

▶ SmithGroupJJR

Celebrating 160 years of continuous operation, SmithGroupJJR is one of the largest architectural, engineering, planning, landscape architecture and interiors firms in the nation, with over 800 employees in 10 offices. SmithGroupJJR operates as one firm and has offices in not only Phoenix and Madison, but also Ann Arbor, MI; Chicago, IL; Dallas, TX; Detroit, MI; Los Angeles, CA; San Francisco, CA; Shanghai; and Washington, D.C.

Our Phoenix office, established nearly 40 years ago, maintains a staff of 120 professionals including architects, interior designers, MEP engineers, planners, landscape architects, and sustainability specialists. Our Phoenix Workplace Studio specializes in commercial developments, mixed use, hospitality, and office; additionally our ultimate goal is providing sustainable environments that will persevere for future generations. Our Madison office specializes in environmentally-focused site planning, stormwater management, and landscape architecture.

SmithGroupJJR advocates the preservation of heritage resources for future generations as a service to society and as a means of sustaining our planet by reducing the expenditure of energy and materials required by new construction. Our methodology is integrated and multidisciplinary, using the expertise of our in-house preservation architects in collaboration with our engineers and leading specialty consultants.

We bring a broad range of project typology, extensive knowledge, and a relationship-based approach that will certainly influence and inform the process for the City of Madison's Garver Feed Mill.

▶ Sustainable Resource Group LLC

Sustainable Resource Group is a consulting firm that specializes in helping individuals, organizations, and communities understand and implement opportunities that create more sustainable places and enable lasting change.

Through a combination of entrepreneurial spirit, strategic collaboration, and professional expertise, Sustainable Resource Group aims to deliver triple bottom line results for our clients. Recent projects range from business development to project management for business, non-profit, and public sector clients.

▶ Design Coalition Inc.

Design Coalition was founded with the mission of serving and empowering people who are without access to quality design and construction expertise. Today, we have evolved into a small architectural firm that still specializes in socially conscious and ecologically responsible design. We have always sought ways to serve a greater community good through our professional practice, engaging in the public debate that questions how and why we all plan and build as we do. We work with our clients and the community, not only for a successful project, but also for positive change. We accept our responsibility to help safeguard and restore natural systems.

We bring the same values to our work whether for non-profit groups, businesses, or homeowners. We take seriously our role in educating clients and we enjoy learning along with them. We are always eager to work with clients and partners who bring a social and ecological consciousness to a project. With their collaboration, our projects demonstrate these values and a shared vision of sustainability.

▶ Bachmann Construction

Bachmann Construction Company, Inc., was founded in 1954, by Fred and Ruth Bachmann. Fred and Ruth began their business together building cabinets from the basement of their home. Using his education as a carpenter and former member of the U.S. Army 19th Engineers, and her experience with hard work and diligence growing up on a farm, Fred and Ruth established a reputation of excellence and team work which has continued through the years. Now the company has over 100 employees, performing \$25,000,000 in construction projects annually.

From its humble origin, Bachmann Construction soon expanded. Utilizing estimating skills honed by years of hands on construction and job cost histories, Fred Bachmann made Bachmann Construction a success at competitively bid projects. Since then, growing with its accomplishments, Bachmann Construction has established itself as an authority in all arenas of the construction industry.

In 1975, Al Bachmann started his career at Bachmann Construction, working first as a full-time carpenter, then alongside his father as a project manager. Shortly thereafter in 1980, Diane and Fred Jr. joined the company working along side their parents, gaining experience and insight. Diane and Al now sit on the Board of Directors, working hard to make the dream their parents built into reality a continued success.

Specific legal entity description and the jurisdictions under which the developer is organized

Baum Development is an Illinois limited liability company organized in the state of Illinois.

Principal representatives of each participating firm

Meet the team...



David Baum

Principal | Baum Development

David Baum is a leading figure in the nation's real estate development and retail leasing communities. Since co-founding Baum Development, LLC in 1989 and Baum Realty Group, Inc. in 1991, David has cultivated the business from a start-up company into an award-winning commercial and residential development firm and a leading retail brokerage firm. Baum Realty Group (www.baumrealtygroup.com) is a leading national brokerage firm representing 66 retailers along with commercial property owners and investors.

Bryant Moroder

Principal | Sustainable Resource Group, LLC

Bryant Moroder is the Founder and Principal of Sustainable Resource Group LLC where he has worked with various for-profit, non-profit and municipal entities since 2010. Through the lens of sensible sustainability, Bryant has spent his entire career working with and for organizations, clients and partners to deliver effective and efficient outcomes. Bryant's area of focus includes development, renewable energy, and building strategic partnerships that create lasting results through economically viable and earth-friendly solutions.



Martha dePlazaola Abbott LEED AP BD+C

Principal-in-Charge | SmithGroupJJR

Martha dePlazaola Abbott is Principal and Workplace Studio Leader for SmithGroupJJR's Phoenix office. During her more than 24 years practicing architecture, Martha has built a diverse portfolio of commercial, municipal, government, institutional, public, civic, and entertainment project types ranging in size up to over 800,000 sf. Martha has managed and been involved in many high profile and award winning projects in which her ability to foster relationships and gain trust and commitment of clients and team members have been instrumental in her success as a project leader.

Bill Patek ASLA LEED BD+C

Principal | SmithGroupJJR

Bill Patek, Director of SmithGroupJJR's Madison studio, has extensive experience leading a wide variety of planning and design projects. His expertise encompasses all project phases from master planning, schematic design, and design guideline preparation to construction documentation and administration. His strong technical design abilities combined with outstanding client collaboration enable him to lead teams that develop innovative solutions for each project.





John Tran AIA, LEED AP

Design Lead | SmithGroupJJR

John has designed notable projects throughout the world in over 23 years of experience. His work includes designing commercial, office, higher education, and retail environments. As the Design Principal, John engages the client throughout the entire process. By listening and asking the right questions, John leads the project team from initial concept to final execution.

Anne Bilsbarrow AIA, EDAC, LEED AP BD+C

Historic Preservation Specialist | SmithGroupJJR

Anne's preservation experience spans over 25 years, and includes the restoration of Arizona State University's "Old Main", the conversion of the Phoenix Union High School Campus for the new University of Arizona medical school, and extensive work with LaPosada, a historic railroad hotel in Winslow Arizona. In addition to developing architectural documents, she has also written National Register nominations, and developed maintenance plans for historic properties. She serves on the Historic Preservation Commission for Tempe Arizona; the body that reviews all proposed changes or additions to historic properties in that city, and volunteers with the Tempe Preservation Foundation



Lou Host-Jablonski AIA

Architect | Design Coalition

Lou Host-Jablonski, AIA is Principal Architect with Design Coalition Inc. in Madison, Wisconsin since 1977. His projects have included multi-family housing and cohousing, community centers, childcare centers, interactive museum exhibits, community-built projects, and home modifications for persons with disabilities and chemical sensitivities. Lou's service to Madison includes 12+ years on the Urban Design Commission and recent chair of the Sustainable Madison Committee.



Allan C. Bachmann

Chief Executive Officer | Bachmann Construction

Al Bachmann is the Chief Executive Officer of Bachmann Construction Company, Inc., and has contributed to the success of the organization for more than 35 years. He is part of the second generation of family members that are active in the day-to-day executive management of the company and is on the Board of Directors, serving as Board Chairman.



Evidence of management continuity with each major participating firm

The Baum Companies started in 1989 and currently include 57 team members. The companies focus on two functions – real estate development and retail-centric real estate brokerage. Each real estate development is owned by a single-purpose entity affiliated with Baum Development. A similar entity would oversee the transformation of the Garver Feed Mill and the North Plat. Upon the redevelopment of the project, the property would be operated and managed by another Baum-affiliated entity named Watermark Property Management, with continued asset oversight by the Baum Development team.

The principals of Baum Development have over 100 years of collective experience in every function of the real estate development business, including construction, design, acquisition, financing, property management, accounting and legal. Previous experience runs the full spectrum from large institutional organizations with nationwide operations to more entrepreneurial firms specifically focused on the Chicago MSA. On average, each of the firm's principals have worked with the firm for nine 9 years. The result of all these factors is a best-in-class real estate organization.

The Baum Development team prides itself on collaboration and input from team members to address problems as well as rapid follow-through and action in order to provide solutions. As a result of this dynamic, the company is exceptionally horizontal with each team member having familiarity with every facet of the business and a set of principles and know-how needed to get any project done. Every project is team-oriented and each role with the companies is cross trained so that when one of the team members is on holiday or for whatever reason is not available, another team member is well prepared to step in without disruption to the process.

The development team information must include information adequate to permit a preliminary assessment of the developer's current financial strength and capacity to successfully undertake the project for each member of the development team

Through various real estate development ventures, Baum Development has financed the acquisition and development of more than \$300 million worth of real estate transactions to date. Today, Baum Development's real estate portfolio has a total capitalization of \$130,014,533, with outstanding borrowings of \$86,556,671. Traditionally, Baum principals contribute their personal equity alongside their financial partners to collectively comprise the project equity investment and procure construction financing for a portion of the development costs. The principals typically provide personal guarantees for development financing as commonly required for such financings. The principals have transacted with many prominent commercial and investment banks and would be pleased to provide financial references for these relationships.

The amount of liquid resources available to Baum for projects the Company deems as viable is virtually unlimited as the principals of the Company have an excellent track record with very strong investment partnerships. These relationships include high net worth investors, private equity funds, and a large New Jersey based family office that owns in excess of \$500 million in real estate assets. The principals have been successful in raising the required financing for every project that they pursued. In fact, the Green Exchange, mentioned elsewhere in this presentation, was financed during the height of the recession.

The Company expects that the process for the design and construction of this project will require the Company to fund the initial conceptualization period and that all such expenses will be paid directly from the principals of the Company. Once the initial conceptualization period is complete, the Company would proceed with traditional construction-level financing.

b. Relevant Experience

Describe the relevant experience of each participating firm in the planning, redevelopment, historic rehab / masonry repair, financing and management of similar projects.

91 Baum Development, LLC

Historical Renovations Projects

Several hundred historical renovation projects over the past 60 years...

Bachmann Construction

Design Coalition Inc. 18

50 SmithGroupJJR



Baum Development



SmithGroupJJR



Bachmann Construction



Design Coalition Inc.

Baum Development

The Green Exchange

Chicago, Illinois



Green Exchange Accolades

The National Register of Historic Places, The Historic Preservation Award from the City of Chicago in 2014

The Bruce Abrams Award (the Chicagoland area project of the year awarded the Chicago Association of Realtors)

The American Society of Landscape Architects Merit Award for Commercial Design and Landscape

2012 Good Neighbor Award

Nation's largest green hub



Historic Vassar Swiss Underwear Co. Plant



8,000 SF organic sky garden where tenants and visitors can mix and mingle



GreenChoice Bank, the first LEED Platinum community bank in the Midwest



The Green Exchange in Chicago, IL is a 272,000 square foot LEED Platinum Certified project. The original building was constructed in 1912 and built as a warehouse for the Vassar Underwear Company and last used as the factory for the Cooper Lamp Company. Acquired by Baum Development in 2006, the then vacant and dilapidated warehouse has been converted into a class A, eco-friendly building where businesses gather to live green and prosper. As America's largest green business community, the campus houses over 20 businesses and 1,200 people, each unique but all working towards one common goal: to advance the green marketplace and influence others to do the same. Features include a sky garden with an on-site restaurant, an expansive meeting and event space, five rooftop beehives, and an adjacent urban farm. The property is located directly adjacent to Interstate 90/94, visible to more than 250,000 vehicles each week, and serves as an icon of green development and sustainability for the City of Chicago.

The first tenant moved in in 2011 and current occupancy is 94%. The Property is anchored by Coyote Logistics, voted the #1 place to work in Chicago

Baum was successful in adding the building to the *The National Register of Historic Places* and in addition to a vast number of other accolades, was awarded the Historic Preservation Award from the City of Chicago in 2014 and Development of the Year in 2013. Coyote Logistics, the fastest growing company in Chicago and **named the #1 place to work** anchors the building.

The Marmon Building

Chicago, Illinois



Baum Development acquired this 104,000 square foot former automotive showroom after the property had been vacant for more than 40 years. Baum conducted a complete historic renovation throughout 2003 and 2004, which included gutting the building and extensive environmental remediation. Known as the Marmon Building, the property was the first automotive showroom outside of Detroit and built in 1922 as a car dealership for the Hubmobile. These showrooms created a unique form of commercial architecture which was recognized for its significance when it was added to the *National Register of Historic Places*.

With its history and unique architecture, Baum recognized an opportunity in the Marmon Building to combine several of its areas of expertise: historic preservation, adaptive reuse, and its understanding of retailers' natural path of progress.

The building is on South Michigan Avenue in the south loop district of downtown Chicago and upon redevelopment was 100% occupied by Yellow Cab, Shore Bank Advisory Services, ClimaTemp, F.E. Moran and the Marmon Grand Banquet Hall. The property is currently being converted to an event space to accommodate the tremendous growth in the area.

Baum received the 2004 Chicago Association of Realtor's Good Neighbor Award for contributions to Chicago Area Communities and the 2004 City of Chicago Landmark Award for Preservation Excellence - Façade Restoration/ Adaptive Reuse.

The Mode Building

Boise, Idaho



The Mode Building stands at the north corner of 8th and Idaho in Boise, Idaho. Constructed in 1895, the building housed The Mode, Ltd., a high-end department store until its closure in 1991. In conjunction with the acquisition of the Mode building, Baum Development purchased the surrounding city block in 2006. Baum brought The North Face store to Boise and built the first “green” North Face store in the US. The project was awarded LEED Gold Certification. **Ninety-two percent of the existing interior components were reused** in the new space, including the exposed brick, and timber beams and columns which were sustainably cleaned with a walnut shell sandblasting process. Over 80% of construction debris was sorted on-site in separate dumpsters and sent to the appropriate recycler. The building is currently 100% occupied. Tenants include The North Face, a high-end cocktail bar, a restaurant, and a high tech medical software developer that leases the entire top floor.

As a result of Baum’s efforts, the block is vibrant once again. The buildings have been completely renovated, historic structures have been saved and an exciting group of new tenants fill the block offering locals and tourists a great combination of retail, restaurants, artisanal food purveyors, art, and office space.

While the Baum Development office is located in Chicago, the team in Boise consists of all local professionals; the vendors and professional services providers (attorneys, architects, general contractors, etc.) consist of local Boise firms. The team has developed wonderful decade long relationships (personal and professional) and maintains a small office and local staff. Baum is also involved in civic, philanthropic, and cultural causes in the Boise community.

The Elysian Hotel

Chicago, Illinois



Baum Development principals participated in the development of the award-winning Elysian Hotel and established the Elysian hotel brand. Located in Chicago's prestigious Gold Coast neighborhood and among the top 25 tallest buildings in Chicago, the Elysian was rated by Conde Nast as the #1 hotel in the US. Baum Development independently financed the conceptualization phase of the project and the principals of Aparium Hotel Group were responsible for the full development of the project and the daily operation of the hotel. Baum Realty Group (an affiliate of Baum Development) handled the retail leasing, which included Marc Jacobs, Yves Saint Laurent, and two exclusive restaurants. The project was built from the ground-up on a dense, infill site of only 28,000 sq. ft. Total project costs were approximately \$280 million. The impressive finished tower features 188 guest rooms averaging 900 square feet each, 51 private residences, two restaurants, a spa and health club, and 14,000 square feet of meeting and function space. The property made an immediate impression on the city's landscape, boasting a dramatic sense of arrival with the city's only motor courtyard entry.

The Elysian Hotel and Private Residences opened in December 2009 during one of the hotel industry's most challenging years. As evidenced by the list of accolades received in its first year of operation, reaction by guests was strongly positive, and the hotel celebrated its first profitable month in October 2010, less than a year after opening. Guests of the hotel have included many notable celebrities and dignitaries, including Warren Buffet, CEOs from at least 50.00% of the Fortune 500 corporations, Sir Paul McCartney, Jennifer Aniston, Michael Buble, Gwyneth Paltrow, LeBron James, Michael Jordan, Charles Barkley, Mat Kearney, Russell Crowe, Maggie Gyllenhaal, Vince Vaughn, Kristen Wiig, the Glee cast, Carlos Boozer, and many other famous guests. Estimated annual visitor traffic was approximately 250,000 people.

In November 2011, the hotel was sold for \$95 million, or about \$505,000 a room, the highest per-room price ever paid for a Chicago hotel. It is currently operated under the Waldorf Astoria flag.

Design Coalition

Adam and Mary House Restoration

Madison, Wisconsin



This Italianate-style farmhouse is now listed with the National Register of Historic Places but in the late 1990s it was slated for demolition because it was located in the path of an expanding Highway 51. The restored Adam and Mary Smith House now sits half a mile from its original location, prominently situated on the town square of Smith's Crossing, a "new urbanism" neighborhood development. Design Coalition worked closely with a restoration consultant to design a new foundation, create accurately reconstructed porches, incorporate ADA accessibility and comply with strict National Park Service reviews.

Adam and Mary Smith relocated to Wisconsin so that he could help build the first state Capital. They built the elaborate red brick house on their 480 acre farm in 1873. A civic-minded early settler of Burke Township, Smith was voted the first Towne Chairman and was also chosen as the first postmaster when the Burke Post Office was created in 1854. He served as Justice of the Peace and was elected to the state assembly in 1859.

The mis-matched front porch designs are original. While it may seem peculiar to us, it was a not unusual custom of the Victorian period for the primary front entry porch to be of a heavier, more "masculine" design while the smaller "ladies" porch off the formal reception parlor was of a more delicate, "feminine" design.



SmithGroupJJR

Duke University East Campus Steam Plant

Phoenix, Arizona



*2012 South Atlantic Region Design Awards
Mert Award & Design with Brick, Merit Award*

*2011 ASHRAE Regional Technology, 1st Place, Industrial
Facilities or Processes (Existing)*

2011 Triangle AIA Honor Award

2011 Triangle AIA Sustainable Award

2011 SCUP Merit Award

2010 NC AIA Merit Award, Brick Award

2010 NC AIA Tower Award (Historic Preservation)

2010 Building Design + Construction Award - Platinum

*2010 City of Durham Golden Leaf Award - Sustainable
Properties Category*

*2010 Triangle Business Journal Green Award - Best
Renovation/Tenant Uplift Category*

*2010 Southeast Construction Best of 2010 Award -
Best Renovation/Restoration Project*

*2010 Associated Builders & Contractor of the Caroli-
nas Excellent in Construction Awards - Eagle Award*

Complete Modernization



Built in 1928, the Duke University East Campus Steam Plant sat vacant for over thirty years. In an effort to reduce the university's carbon footprint while meeting infrastructure needs, this historic building was restored and the plant was converted to burn natural gas instead of coal.

The main volume of the plant houses 15 energy-efficient Miura boilers, the largest installation of these boilers in North America. As a result, Duke has reduced its reliance on coal by 70%, with a proportional decrease in greenhouse gas emissions.

The project also allowed Duke to salvage a piece of its architectural heritage, turning the decaying structure into an admirable campus building. Originally designed by Horace Trumbauer, the architect of Duke's East and West Campuses, the building was restored to emphasize its detailed brick work, large arched window openings, and 175-foot tall smoke stack. An existing railroad trestle, which previously brought coal cars from the nearby railroad up to the roof of the steam plant, was also restored.



SmithGroupJJR

Troy Gardens

Madison, Wisconsin



Livable Cities Award, AARP and the National Association of Home Builders, 2007

Local Experience



For almost 15 years, Madison residents had been farming and gardening on an undeveloped plot of land in Madison. In 1996, at the prospect of losing this valuable piece of land to suburban redevelopment, the Madison Area Community Land Trust, the Urban Open Space Foundation, the Community Action Coalition Garden Program, and area residents joined together to form the Troy Gardens Coalition.

SmithGroupJJR was hired by the Coalition to provide site master planning, design, and construction documents for a unique development that would preserve the site's farming and community garden plots, while also providing affordable housing and a co-housing complex. SmithGroupJJR worked with Troy Gardens Coalition to complete the City of Madison PUD approval process, and to develop the bidding and construction documents.

The design for Troy Gardens includes the community-run Troy Gardens Farm, community garden plots, residential housing with both private and community open spaces, and trail network that connects the residential housing to the farm and garden areas. The design also provided a low cost, integrated stormwater management system that includes rain barrels, biofiltration swales and gardens, and a play area that can be converted to an ice rink in winter.



Today the Troy Gardens development is part of Community GroundWorks, and has grown to offer residents and the community the following amenities:

- **Community Garden Plots** which allows residents to rent a 20x20 plot for seasonal gardening.
- **Troy Community Farm**, an 5-acre urban farm which grows certified organic food, including vegetables, herbs, and flowers.
- **Community Supported Agriculture** (CSA) memberships, which allows residents to join annually for weekly organic produce deliveries.
- The **Troy Farm Stand**, which sells produce every week to the neighborhood and area residents.
- The **Wisconsin School Garden Initiative**, which works with area schools to employ and educate young gardeners, and improve awareness of healthy eating.
- **Troy Kids' Garden Program**, which provides gardening, arts, nutrition, and environmental education to over 1000 young people from the Madison area.
- **Tours and Field Trips** of Troy Gardens, which provide self-guided or guided tours of the farm, gardens, or natural areas.

SmithGroupJJR

Smithsonian Institution Arts & Industries Building Revitalization

Washington, DC



The Arts & Industries Building occupies a prominent location on the South side of the National Mall, midway between the Washington Monument and the Capitol Building.

The building was designed by Cluss and Schulze and constructed between 1879 and 1881. It was listed on the National Register in 1971 and is now a National Historic Landmark.

SmithGroupJJR, in conjunction with Ennead Architects, is restoring, stabilizing, and preparing the building for the future full building interior renovation and restoration.

The scope of work includes restoration and adaptive-use for galleries, education classrooms and labs, and visitor services with the addition of a 40,000 sf underground service wing to include a loading area, new mechanical systems, and administrative support spaces. Work is guided by the “Secretary of the Interior’s Standard for the Treatment of Historic Properties.”



SmithGroupJJR

DPR Construction Phoenix Regional Office

Phoenix, Arizona



A living laboratory for the community, DPR Construction's Regional Office is a unique example of urban revitalization and sustainability. The project was a repositioning of a 16,500 sf, 28 year old retail building located within a Transit Oriented Development overlay along the new light-rail corridor connecting downtown Phoenix and nearby Tempe. Conceptualized as a "net-zero energy workplace of the future", SmithGroupJJR created an open-office environment housing 58 workstations and floater spaces, nine conference/training/innovation/mediated technology rooms, support spaces, fully-equipped gym/locker facilities, and a zen room for a quiet retreat.

SmithGroupJJR incorporated passive/active cooling solutions including 87 operable windows, four shower towers, an 87-foot long, zinc-clad solar chimney, and a 79 kW-dc rated photovoltaic solar panel covered parking lot to control the indoor environment naturally and produce energy onsite. A Lucid Building Dashboard® system is utilized to allow DPR to monitor and share building water and gas usage, lighting and power consumption, and photovoltaic energy production in real time.



Bachmann Construction

202 State Street

Madison, Wisconsin



Masonry Revitalization



Some might call this the puzzle project. While Bachmann Construction managed the reconstruction of the entire building, the most impressive aspect is by far the masonry exterior. The stone making up the majestic four story façade of 202 State Street is reclaimed stone from the Madison Civic Center, which was taken down in 2004 to make way for the Overture Center.

The saved stone had been sitting unorganized and unused for 3 years, waiting. Over the course of this project Bachmann Construction's expert masonry team cleaned and cataloged over 3000 pieces of stone. With that information, a new design was created and each piece of stone was able to be placed to construct the tower and arches that are now the western face of the 200 block of State Street, a quiet homage to the Civic Center's 75 year legacy.



Bachmann Construction

Olin House, University Heights Historic District

Madison, Wisconsin



Bachmann Construction lead the design-build team that helped the official UW-Madison Chancellor's residence evolve into its second century. The rehabilitation was done to improve accessibility, energy efficiency, ease of maintenance, and provide better support for both private family life and University events, all while respecting and restoring the home's historic character. Exterior work included tuckpointing masonry surfaces, repairing windows and doors, and reconstructing the east porch. The basement was overhauled to include kitchen support space, new HVAC equipment, pumps for the new geothermal system, restrooms, and an office for the house manager.

Access was greatly improved for the first floor, the level designated for university functions. The kitchen was relocated and transformed with commercial kitchen equipment and fixtures. Authentic period lamp fixtures were installed. New wiring, ductwork, plumbing, and data wiring were installed throughout the residence. Perhaps the greatest challenge was installing an Otis elevator with access to all four levels, without adding on to the building. Olin House opened on schedule, just in time for the new chancellor to move into the official residence.



Bachmann Construction

Grace Episcopal Church, Capital Square

Madison, Wisconsin



For 10 years Bachmann Construction has been the go-to contractor for Grace Episcopal Church's masonry repair and restoration needs. Projects completed to date include the repair of window wells and sills, the restoration of nave masonry, concrete repair, restoration, and patching of exterior and interior masonry walls, and more. Bachmann is proud to point out all the work done on this historical building that you cannot see. The stone and grout on the new construction matches the 100 year-old material so well you cannot tell where old ends and new begins.



Include evidence that the developer is financially solvent / stable and has a track record of securing financing of a similar magnitude and complexity.

Please refer to page 23 in Section 3a.

Three references who may be contacted regarding each participating firm's role and performance*

Baum Development

Name: Mike Holzer

Affiliation: North Branch Works
Address: 1866 N. Marcey St. Chicago, IL 60614
Phone number: 773.929.5552

Name: David Zussman

Affiliation: The Related Companies, LP
Address: 60 Columbus Circle, New York, NY 10023
Phone number: 212.801.3797

Name: CeCe Gassner

Affiliation: Boise City Hall
Address: 150 N. Capital Blvd. PO Box 500 Boise, ID 83701
Phone number: 208.343.3434

SmithGroupJJR

Name: Angela M. Souza

Affiliation: University of Arizona College of Medicine
Address: 1501 N. Campbell Ave. Tucson, AZ 85724
Phone number: 520.626.4789

Name: Gary A. Brown

Affiliation: University of Wisconsin-Madison
Address: 610 Walnut St. Madison, WI 53726
Phone number: 608.265.5147

Name: Mary E. Kfoury

Affiliation: Smithsonian Institution
Address: 600 Maryland Ave. Washington, DC 20024
Phone number: 202.633.6263

Bachmann Construction

Name: Owen Landsverk

Affiliation: Wisconsin Department of Administration
Address: PO Box 7864 Madison, WI 53707
Phone number: 608.266.1741

Name: Richard B. Arnesen

Affiliation: Stone House Development, Inc.
Address: 625 North Segoe Rd, Suite 107 Madison WI 53705
Phone number: 608.251.6000

Name: Joe Sensenbrenner

Affiliation: Sensenbrenner Associates, Inc.
Address: 818 Prospect Place Madison, WI 53703
Phone number: 608.251.3181

Sustainable Resource Group LLC

Name: Jeanne Hoffman

Affiliation: City of Madison

Address: 210 MLK Jr. Blvd. Room 115 Madison, WI 53703

Phone number: 608.266.4091

Name: Omar Galal

Affiliation: Enginuity LLC

Address: 802 N. Hwy. 5, Mansfield, MO 65704

Phone number: 417.429.1356

Name: Niels Wolters

Affiliation: Madison Solar Consulting

Address: 7558 Deer Road Custer, WI 54423

Phone number: 715.592.6595

Design Coalition Inc.

Name: Todd Gebhardt

Affiliation: North Shore Rentals, LLC

Address: 3310 Packers Ave. Madison, WI 53704

Phone number: 608.669.8829

Name: Art & Sue Lloyd

Affiliation: Village Cohousing, LLC

Address: Mills & Mound Street, Madison, WI 53715

Phone number: 608.267.7250

Name: Brenda Baker

Affiliation: Madison's Children's Museum

Address: 100 N. Hamilton, Madison, WI 53703

Phone number: 608.256.6445

**Please refer to Appendix for Express Written Permission*



4 | Management Team

David Baum

Role: Principal | Baum Development

David Baum is a leading figure in the nation's real estate development and retail leasing communities. Since co-founding Baum Development, LLC in 1989 and Baum Realty Group, Inc. in 1991, David has cultivated the business from a start-up company into an award-winning commercial and residential development firm and a leading retail brokerage firm.



David is often a featured speaker for real estate and business groups, Universities and forums and was named one of Crain's Chicago Business' "40 Under 40" leaders and was featured in Real Estate Chicago's "40 Under 40" edition as well.

About Baum Development

Baum Development, a triple bottom line development company, has received:

- Two Chicago Association of Realtors Good Neighbor Awards and,
- A Preservation Excellence Award from the City of Chicago for work in adaptive reuse and historic preservation,
- The Bruce Abrams Award (Development of the Year) from the Chicago Association of Realtors and,
- The Chicago Neighborhood Development Awards For Profit "Best Of The Best" for their Green Exchange Project; the project was also certified LEED Platinum by the US Green Building Council.
- David has successfully led Baum in the development of more than 90 residential, retail, office and mixed-use developments throughout the Chicago area and the Western United States.

Chicago-based Baum Realty Group (BRG, www.baumrealty.com) is one of the nation's premier retail brokerage firms. For more than 20 years, the award-winning company has provided comprehensive real estate services for a diversified clientele of top property owners as well as national, regional and local retailers such as Starbucks Coffee, FedEx Office, US Bank, Chipotle Mexican Grill, Jared The Galleria of Jewelry and many others.

Bryant Moroder

Role: Director of Community Partnership | Sustainable Resource Group LLC

Through the lens of sensible sustainability, Bryant has spent his entire career working with and for organizations, clients and partners to deliver effective and efficient outcomes. Bryant's creative problem solving approach to every unique circumstance can be attributed to his breadth of experiences, resourcefulness and inclusive approach. His focus is on creating lasting results through economically viable and earth-friendly solutions.



Green Economy

Directed and advised the development of several strategic regional green economy initiatives including the Madison Sustainability and Commerce Center, Ozark Innovation Center, MPower Champions, SustainAbility Business Awards and MadiSUN Solar Program. Developed a sustainable business venture that now exceeds \$500,000 in annual sales with a nation-wide distribution network.

Renewable Energy

Led local and regional efforts to streamline solar permitting processes in eleven jurisdictions and related activities to improve solar financing options for homeowners in Central and South-Central Wisconsin.

Community Building

Planned and organized Imagine Green Madison, Badger Bioneers (an annual sustainability conference), coordinated the 1st and 2nd group solar buying programs in Madison and led the implementation of sustainability-oriented discussion groups in over 150 workplaces, centers of faith and neighborhoods.

Collaboration

Partnered and worked with over 100 local, state, national and international non-profit organizations and associations, academia, small and medium businesses and urban and rural municipalities.

For Profit Client and Partners

Enginuity LLC
Baum Development
Dorschner and Associates

Non Profit Clients and Partners

Sustainable Works
Midwest Renewable Energy
Association
Institute for Eco-municipality
Education and Assistance
Ozark Innovation Center

Government Clients and Partners

City of Madison
City of Chicago
City of Marshfield

Additional Recognition and Achievements

- Sustainable Leadership Summit
- Green Capital Conference
- Former member of the Board of Directors for Phil Lewis Sustainable and Regenerative Design Studio
- "Green Hero" in environmental sustainability by Madison Magazine
- Leadership Greater Madison 12 participant

Angela Aeschliman, LEED AP ND

Role: Property Management Services | Watermark Property Management

Angela Aeschliman is the Chief Operating Officer for Watermark Property Management, LLC and has worked for Watermark since 2008. Prior to joining Watermark, Angela managed a portfolio of Retail Developments through all stages of ground up development, active daily asset management of the properties, and disposition. Angela manages all property operations of our current and future real estate projects.



Prior to joining Watermark, Angela was the Retail Portfolio Manager for a local real estate development company specializing in the management of retail developments. Her responsibilities included ground up development, active daily asset management of the properties and disposition. Angela also worked for a large Commercial REIT as a Joint Venture Manager wherein she managed large grocery store anchored centers, power centers, including several big box tenants, and new development projects. Prior to that Angela was a Community Manager for National Residential REIT.

Angela has more than 19 years of highly successful and in-depth management and financial experience with leading commercial property management REIT's, residential REIT's and retail firms. She is a Certified Property Manager (CPM), a CCIM (Certified Commercial Investment Member) and has been a licensed Realtor since 1994. She is actively involved as a member of The Institute of Real Estate Management (IREM) and NICAR (Northern Illinois Association of Realtors) where she is currently the President. Recently Angela completed her LEED Neighborhood Development accreditation.

The most notable recent Management assignment she has transitioned from Development to Operations is Green Exchange, an award winning 260,000 sq ft adaptive reuse development that is currently a LEED Platinum building.

John Imes

Role: Microhome Lodging | Arbor House, Inc.

John Imes, a former Chairman of the Board and co-founder of Wisconsin Environmental Initiative (WEI), joined as Executive Director in 1998. WEI works to improve the environment, economy, and quality of Wisconsin through initiatives that promote responsible business practices, sound environmental policy, green building and water stewardship. Previously, John was the Environmental Manager for Quad/Graphics, a company long known for its environmental stewardship and social responsibility, garnering a long list of local, state and national honors.



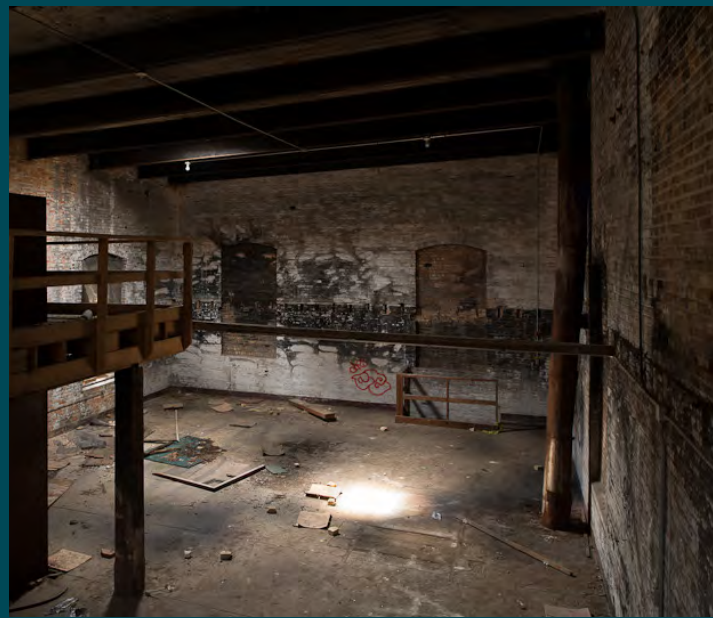
About the Arbor House

Arbor House is an established niche company created in response to an unmet need in the lodging marketplace. First and foremost, Arbor House provides an outstanding combination of amenities and services most sought after and appreciated by guests. Secondly, it has a competitive edge that addresses the fastest primary consumer trend in U.S. history. Environmental Consumerism reports “In the next century, we can expect radical restructuring of our buildings and gardens incorporating environmental technologies.”

Arbor House showcases resource efficient design and construction, energy and water use, green infrastructure, and operations, while providing opportunities for recreation and learning more about urban ecology.

As a niche company, Arbor House carves out a slice of the Madison hospitality market and provides service in a structural setting that reflects our strengths:

- A savvy, experienced management team
- A clear vision of our core concept, its positioning, and experience exceeding guest expectations
- A unique point of difference in the Madison market and a rare point of difference in the world
- Technical expertise and demonstrated leadership in environmental technology, practices and design
- Marketing expertise to coordinate the guest experience and work with community stakeholders and local/national media



5 | Project Management Plan

a. Technical services to be developed by the developer and each member of the development team

b. Organization of the development team, responsibilities for project management, the specific experience of each team member

Development Team



Principal
David Baum
Baum Development



Director of Community Partnerships
Bryant Morodor
Sustainable Resource Group LLC

Architectural | Engineering | Planning Team

Project Leadership



Project Director
Martha Abbott
SmithGroupJJR



Landscape Architect & Planning Lead
Bill Patek
SmithGroupJJR

Project Team



Design Lead
John Tran
SmithGroupJJR



Historic Preservation Specialist
Anne Bilsbarrow
SmithGroupJJR



Project Manager/Architect
Chris Ledwith
SmithGroupJJR



Landscape Architect
Tom Rogers
SmithGroupJJR



Structural Engineer
James Hall
OTIE



Mechanical Engineer
Jon Silhol
SmithGroupJJR



Electrical Engineer
Barney Bagby
SmithGroupJJR



Civil Engineer
Cassie Goodwin
SmithGroupJJR



Architect
Lou Host-Jablonski
Design Coalition

Construction Team



CEO
Al Bachmann
Bachmann Construction



Project Manager
Chris Quandt
Bachmann Construction



Assistant Project Manager
Naomi Kroth
Bachmann Construction

Martha dePlazaola Abbott, LEED AP BD+C

Project Director | SmithGroupJJR

Martha is Principal and Workplace Studio Leader for SmithGroupJJR's Phoenix office. During her more than 24 years practicing architecture, Martha has built a diverse portfolio of commercial, municipal, government, institutional, public, civic, and entertainment project types ranging in size up to over 800,000 sf. Her expertise spans all project delivery methods from traditional design-bid-build to alternative deliveries including design-build and CM@R. Martha has managed and been involved in many high profile and award winning projects.



Education

Bachelor of Architecture,
University of Florida, College of
Architecture
Vicenza Institute of Architecture,
Italy

Registrations

LEED Accredited Professional

Professional Affiliations

Women Design Arizona (WDA)
Urban Land Institute (ULI)

Location

Phoenix, Arizona

Chandler Campus Expansion, Chandler, Arizona

410,000 sf; \$80M(est.); 2013-
2015(est.); Design and construction
of two new 4-story office buildings,
one 5-level parking garage and 1,175
additional surface parking on
approximately 25 acres of a 62.59 acre
campus. Principal-in-Charge.

Phoenix Sky Harbor Airport Terminal 3 Modernization, Phoenix, Arizona

A \$550 million, 700,000 sf project
consisting of new construction and
renovation that will provide flexibility
for many years to come and afford views
to the surrounding mountains and
downtown Phoenix. Project Director.

Park Central, Urban Village and Community Wellness Master Plan, Phoenix, Arizona

Visioning package for a 3.5 million sf
and over 60 acres of vibrant urban village
and wellness community; the project
may include expansion of a Hospital,
Medical Education building, Retail,
Office, and Residential spaces. Principal-
in-Charge.

Horsepower to Horse Power City of Scottsdale WestWorld Development and Planning Study, Scottsdale, Arizona

A proposal for a Multi-Purpose Building
at WestWorld culminated in an in-depth
master plan study of over 40 acres of
land. Proposed home for the Barrett-
Jackson auto auction as well as a host
of other activities to fuel the economic
viability of an event facility supportive of

the Scottsdale Tourism Industry. Principal-
in-Charge.

Northern Arizona Real Estate Holdings Office Building, Flagstaff, Arizona

45,000 sf; \$9.7M; 2011-2012; 3-story
building with consolidation office space
for several departments that were scattered
through- out the campus. The Design/
Build team was tasked with meeting a
LEED Silver standard for the building.
Project Manager.

100K Consolidated, Ogden, Utah

115,000 sf; \$17M; 2010-2012; Four story
consolidation project for the IRS. This new
facility will utilize sustainable strategies and
state of the art technologies to combine
seven departments currently occupying
several buildings around the city. Project
Manager.

Phoenix School of Law, Phoenix, Arizona

208,000 sf; \$11.4M; 2010-2012;
Administrative, classroom, library, and
student commons space for the relocation.
Additional amenities include a student
center, cafe-deli, book store, fitness center,
and outdoor student commons. Project
manager.

Arizona Biomedical Collaborative (ABC) - Building #1, Phoenix, Arizona

85,000 sf; \$23.5M; 2006-2007; Biomedical
translational research facility's primary
function is to support biomedical research
and includes such research disciplines
as biology, chemistry and biomedical
informatics and contains a core research
NMR (nuclear magnetic resonance). LEED
Gold Certified. Project Manager.

Bill Patek, ASLA LEED BD+C

Landscape Architect & Planning Lead | SmithGroupJJR

Bill Patek, Director of SmithGroupJJR's Madison studio, has extensive experience leading a wide variety of planning and design projects. His expertise encompasses all project phases from master planning, schematic design, and design guideline preparation to construction documentation and administration. His strong technical design abilities combined with outstanding client collaboration enable him to lead teams that develop innovative solutions for each project.



Education

Bachelor of Landscape Architecture, University of Wisconsin-Madison

Registrations

Landscape Architect: Wisconsin, Ontario, Canada

Professional Affiliations

American Society of Landscape Architects

Association for University Research Parks

Location

Madison, Wisconsin

Capitol West Redevelopment Plan, Madison, Wisconsin

Site planning, design, landscape architecture and civil engineering for the redevelopment and urban renewal of a prime downtown location in Madison. The site includes underground parking, pedestrian linkages, and sustainable site design and landscape elements. Principal-in-Charge.

University of Wisconsin-Madison Education Building, Madison, Wisconsin

Integrated landscape and site design for this renovated campus building that include a green roof with plaza seating for student gathering, stormwater treatment and native and adaptive vegetation. LEED Platinum and LEED Sustainable Sites certified. Principal-in-Charge.

University Square Redevelopment, Madison, Wisconsin

Site design and engineering for retail mall, University Student Health Services, residential housing tower, and a private residential housing tower. Designed the pedestrian corridor that is part of the East Campus Mall Master Plan, which plays an integral role in tying the new retail and residential spaces into one of the University's core pedestrian passageways further uniting the campus at a pedestrian scale. Principal-in-Charge.

Dubuque Millwork District Streetscape and Redevelopment, Dubuque, Iowa

Development of sustainable streetscape solutions for the historic Millwork District redevelopment. Strategies include reuse of historic brick, permeable paving and flow-through planers. Principal-in-Charge.

University of Wisconsin-Madison Education Building, Madison, Wisconsin

Integrated landscape and site design for this renovated campus building that include a green roof with plaza seating for student gathering, stormwater treatment and native and adaptive vegetation. LEED Platinum and LEED Sustainable Sites certified. Principal-in-Charge.

Olde Broome Factory Redevelopment Study, Cedar Falls, Iowa

Redevelopment Plan for 2.5 acres former factory site along the Cedar River. The plan incorporates a range of uses including boutique hotel, restaurant, public plaza, underground parking, residential and office/retail space. Principal-in-Charge.

John Tran, AIA, LEED AP

Design Lead | SmithGroupJJR

John has designed notable projects throughout the world in over 23 years of experience. His work includes designing commercial, office, higher education, and retail environments. As the Design Principal, John engages the client throughout the entire process. By listening and asking the right questions, John leads the project team from initial concept to final execution. He liaises between the owner and the design team to ensure all pertinent information is communicated and that the project stays on course. John is committed to work that meets the owner's budget and schedule, while exceeding his client's expectations for design and service.



Education

Bachelor of Architecture,
University of Texas at Austin

Registrations

Registered Architect: Arizona,
Texas

Certified, National Council
of Architectural Registration
Boards (NCARB)

LEED Accredited Professional

Professional Affiliations

American Institute of
Architects

International Council of
Shopping Centers

Location

Phoenix, Arizona

Phoenix Sky Harbor Airport Terminal 3 Renovation, Phoenix, Arizona

A \$550 million, 700,000 sf project consisting of new construction and renovation that will provide flexibility for many years to come and afford views to the surrounding mountains and downtown Phoenix. Design Principal.

Arizona Interscholastic Athletic Training Facility, Scottsdale, Arizona

Master plan of a 110 acres planned athletic training and competition facility in North Scottsdale, to serve regional high school events and everyday training. Facilities accommodated include: basketball, volleyball –indoor and sand, swimming and diving, hockey, track and field, football, and soccer. In addition, there was a private membership health facility, a wellness center, a 340 room hotel, and a multi-function arena that could host major athletic competitions as well as cultural events such as concerts.

IETTC , Training Center for the City of Dallas, Dallas, Texas*

20,000 square foot training facility for the city of Dallas developed on a previous Brownfield site with an area containing approximately 89 acres that had traditionally been an illegal dumping ground and lacked economic activity or development. LEED Silver certification.

Opportunity Center- Citsyquare, Dallas, Texas*

\$14M; 30,000 sf food distribution, community wellness, work development center; 2013.

Tollway Plaza, Dallas, Texas*

A three-building, 525,000 square foot office development designed for CarrAmerica and Wilcox Development Services. Senior Designer.

Wilcox Plaza at Green Oaks, Fort Worth, Texas*

Green Oaks Plaza is a three-story, 196,000 sf office building. LEED Gold certified. Senior Designer.

Chandler Fashion Center, Chandler, Arizona*

New 1,300,000 sf regional mall. Chandler Fashion Center is the centerpiece of a 320-acre urban village that will incorporate office parks, a hotel, a conference center and additional retail developments. Senior Designer.

Santan Village, Gilbert, Arizona*

1,200,000 sf outdoor mall that blends retail, office, entertainment and other commercial uses to create a vibrant, sustainable, live-work-shop experience. Senior Designer.

Club Industrial de Monterrey, Monterrey, Mexico*

A exclusive 60,000 sf club, banquet, dining, and conference hall. Senior Designer.

Anne Bilsbarrow, AIA, EDAC, LEED AP BD+C

Historic Preservation Specialist | SmithGroupJJR

Anne's preservation experience spans over 25 years, and includes the restoration of Arizona State University's "Old Main", the conversion of the Phoenix Union High School Campus for the new University of Arizona medical school, and extensive work with LaPosada, a historic railroad hotel in Winslow Arizona. She has written National Register nominations, and developed maintenance plans for historic properties. She serves on the Historic Preservation Commission for Tempe Arizona; the body that reviews all proposed changes or additions to historic properties in that city, and volunteers with the Tempe Preservation Foundation.



Education

Bachelor of Science in Urban Studies, Michigan State University

Master of Science in Urban Studies, Cleveland State University

Registrations

Registered Architect
Arizona
Ohio
LEED Accredited Professional
BD+C

Professional Affiliations

American Institute of Architects
Phoenix Center for the Arts, Board Member
American Society for Healthcare

Location

Phoenix, Arizona

Phoenix Union High School Restoration, Phoenix, Arizona

Preservation consultant for the conversion of three historic buildings into the new home for the University of Arizona Medical School in Phoenix. Worked with State and Local preservation offices to document and develop treatment for historic character defining elements.

Arizona State University, Old Main Renovation/Restoration, Tempe, Arizona*

The purpose of the UNLV Shadow Lane Campus Master Plan Update was to establish the feasibility of developing an 18 acre, shared health sciences campus occupied and guided by several institutions under the Nevada System of Higher Education. SmithGroup, LLC provided master plan schemes in order to guide the NSHE's planning efforts on program and facility growth for the next 20 years.

Fox Theater Restoration Feasibility Study, Tucson, Arizona*

Evaluation of a 1929 theater, to determine the feasibility of its restoration and re-use as a community arts venue. Project Manager.

Potter Stewart Federal Courthouse, Cincinnati, Ohio*

Restoration and renovation of a 1930's main post-office to provide courtroom and office space. Project Architect.

Tovrea Castle Restoration, Phoenix, Arizona*

Restoration of a 1929 National Register of Historic Places landmark, for use as a house museum. Project Manager.

LaPosada Restoration, Winslow, Arizona*

Developed concept design drawings for restoration of a 1930's vintage railroad hotel. Conducted historical research on materials and original design intent. Conducted field surveys of existing conditions. Worked with State Historic Preservation Office to ensure compliance with preservation regulations. Project Architect.

Sixth Avenue and Roosevelt Affordable Housing Restoration and New Construction Project, Phoenix, Arizona*

A mix of renovation of existing houses within a historic district, with infill construction, to provide market rate and subsidized housing. Scope of work included preparing historic preservation tax credit applications, existing building assessments, and construction documents.

Chris Ledwith, RA, LEED AP BD+C

Project Manager/Project Architect | SmithGroupJJR

Chris Ledwith has 18 years of experience in the field of architecture and participates in all stages of the architectural process working to achieve innovative design solutions from concept through construction. Chris is an award winning designer who plays a key role on the team specializing in early concept design development with strong graphics skills and extensive commercial, mixed-use, and higher education experience. His background in real estate has helped him maximize clients' assets through alternative delivery methods, speed to market, phased construction, and market driven exit strategies.



Education

Bachelor of Architecture,
University of Arizona

Bachelor of Arts in Architectural
Studies, North Dakota State
University

Registrations

Registered Architect:
Arizona

LEED Accredited Professional

Location

Phoenix, Arizona

Chandler Campus Expansion, Chandler, Arizona

410,000 sf; \$80M(est.); 2013- 2015(est.); Design and construction of two new 4-story office buildings, one 5-level parking garage and 1,175 additional surface parking on approximately 25 acres of a 62.59 acre campus. Project Architect.

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Horsepower to Horse Power City of Scottsdale WestWorld Development and Planning Study, Scottsdale, Arizona

A proposal for a Multi-Purpose Building at WestWorld culminated in an in-depth master plan study of over 40 acres of land. Proposed home for the Barrett-Jackson auto auction as well as a host of other activities to fuel the economic viability of an event facility supportive of the Scottsdale Tourism Industry. Project Architect.

Safeway Deer Valley, Phase 2, Phoenix, Arizona

274,000 sf+ (459,000 sf parking garage); \$29M; 2000-2002; DV-2 was designed as the centerpiece of a potential 40-acre campus environment for various administrative functions of Safeway's world-wide operations. Project Architect.

National Institute of Standards and Technology Building One Renovation, Boulder, Colorado

185,000 gsf; \$52.5M(est.); Multi-phase, 2012-TBD; Renovation of Building One is a necessity for NIST's continued long-term support of US industrial competitiveness in the world market. Designed to achieve a minimum of LEED Silver. Project Architect.

Arizona State University Downtown Campus, Phoenix, Arizona

325,000 gsf; \$40M; 2005-2006; Renovation, anchors the Downtown campus, Information Commons, Bookstore and classrooms, administrative offices for College of Nursing and College of Public Programs. Architect.

Northern Arizona University College of Engineering and Natural Sciences, Flagstaff, Arizona

100,700 gsf; \$13.8M; 2004-2005; The new building promotes research in a safety-conscious and technologically advanced environment. The building earned GOLD LEED Certification from the U.S. Green Building Council (USGBC). Architect.

University of Arizona Roy P. Drachman Hall, Tucson, Arizona

Office/classroom building at the Arizona Health Science Center, conference, large lecture rooms, College of Public Health support, College of Pharmacy expansion, shared classroom space for the College of Nursing. Architect.

Tom Rogers, ASLA LEED BD+C

Landscape Architect | SmithGroupJJR

Tom is a registered landscape architect with over 12 years of design, construction, and project management experience in the public and private sectors. Tom's diverse background enables a seamless transition from conceptual and schematic design to construction documentation and specification. His focus is creating spaces for people that are beautiful, sustainable and economically viable.



Education

Bachelor of Science Landscape Architecture, University of Wisconsin

Registrations

Registered Landscape Architect: Colorado

Professional Affiliations

CLARB Member

Location

Madison, Wisconsin

28th and Canyon Mixed-Use Development, Boulder, Colorado

Planning and design for a new mixed-use commercial building and hotel located in downtown Boulder. The new development will include engaging outdoor plazas and seating areas adjacent to street-level retail amenities.

Wauwatosa 69th Street Center, Wauwatosa, Wisconsin

Urban design and planning for the redevelopment of an urban center along the central business district corridor in Wauwatosa. The plans will include creating flexible event and gathering space with pedestrian friendly connects to area businesses and adjacent neighborhoods.

Horseshoe Bay Farms Historic Redevelopment, Egg Harbor, Wisconsin

SmithGroupJJR is working with a developer and architect team on the historic restoration and renovation of the historic Horseshoe Bay Farms site. The new design will capture the historical significance of the site and provide redevelopment concepts.

Viridian Community Development Arlington, Texas

The master plan will incorporate public parks, open space trail design, and restoration plans. Preliminary design concepts for each open space project will be developed during a design workshop with the client.

Binary Ranch Community Master Plan, Quinlan, Texas

Master planning for a new residential development. Project includes site planning and design.

Additional Planning and Redevelopment experience prior to joining SmithGroupJJR:

Clear Creek Transit Village, Adams County, Colorado

Midtown Homes, Denver, Colorado Columnine Valley Planned Unit Development, Columbine, Colorado

Thorn Creek Apartment Redevelopment, Thornton, Colorado

1350 College Avenue Redevelopment, Boulder, Colorado

Steel Ranch South Mixed-Use Development, Louisville, Colorado

High Point Mixed Use Development, Aurora, Colorado

James Hall, PE, SE

Structural Engineer | Oneida Total Integrated Enterprises

James Hall is a structural engineer with 16 years of experience in engineering design. His experience includes conceptual and detailed design, cost estimating, preparation of specifications and construction drawings. He brings strong project coordination skills and has served as Project Manager and Construction Administrator on many projects. He has been responsible for the structural design of Commercial, Office buildings, Educational (K-12 and higher education), Healthcare, Industrial, Justice, Religious, Residential, Retail, Parking Facilities, and Airport projects nationwide.



Education

Bachelor of Science in Civil Engineering, University of Nevada, Reno

Registrations

Professional Registered Engineer
Wisconsin
Iowa
Michigan
Minnesota
Illinois

Professional Affiliations

American Society of Civil Engineering (ASCE)

National Council of Examiners for Engineering and Surveying (NCEES)

Location

Madison, Wisconsin

Historical Renovation

Hotel Julien – Dubuque, Iowa

The Westin Hotel – Columbus, Ohio

UW- Madison, School of Human Ecology, Renovation and Expansion – Madison, Wisconsin

Meriter Hospital:

- Longfellow School of Nursing Renovation – Madison, Wisconsin
- Women's and Infants remodel – Madison, Wisconsin

Retail Hilldale Shopping Center – Madison, Wisconsin

Stonecraft Village Addition – Madison, Wisconsin

Westfield Mall – St. Louis, Missouri

Commercial

Hilldale Office Building – Madison, Wisconsin

Tri-North Builders, Corporate Headquarters – Madison, Wisconsin

University Square, Mixed-Use: Office, Retail, Residential and Healthcare – Madison, Wisconsin

Office

Tribeca Village, Office Building – Middleton, Wisconsin

Greenway Boulevard Office Building, General Services Administration Tenant Finish Out – Middleton, Wisconsin

URP Accelerator Laboratory Building – Madison, Wisconsin

Grand Canyon Office Building – Madison, Wisconsin

Industrial

Buell Motorcycle Company, Manufacturing Facility – East Troy, Wisconsin

Dane County Highway Department – Springfield, Wisconsin

SKW Biosystem – Dubuque, Iowa

University of Superior, District Cooling Plant – Superior, Wisconsin

Jonathan Silhol, PE, LEED AP BD+C

Mechanical Engineer | SmithGroupJJR

Jonathan Silhol is a highly skilled senior mechanical engineer with twelve years of experience designing heating, ventilation and air conditioning systems as well as plumbing and fire protection in a variety of building types ranging from commercial office and tenant improvements to athletic centers, higher education buildings and high-tech facilities. A licensed Professional Engineer and LEED® Accredited Professional, Jon strives to incorporate sustainable engineering strategies and energy efficient designs into his work at all times.



Education

Bachelor of Science in Mechanical Engineering, Virginia Tech University

Registrations

Registered Professional Engineer: Arizona

LEED Accredited Professional BD+C

Location

Phoenix, Arizona

GoDaddy Global Technology Center, Tempe, Arizona

150,000 sf Full service interior design, SmithGroupJJR contributed interior design, FEE&E selection/specification, and coordination of modifications to the shell and core architecture. Full service kitchen, open seating, and outside gaming areas create an energetic atmosphere.

Wells Fargo Chandler Campus Expansion, Chandler, Arizona

Design and construction of two new 4-story office buildings (205,000 gsf each), one 3-level parking garage and 1,175 additional surface parking on approximately 25 acres of a 62.59 acre site.

General Motors I.T. Innovation Center, Chandler, Arizona

170,000 sf T.I. where interior space is modeled after the 'Workplace Choices' corporate standards developed by GM where collaborative social zones are nestled in the open office.

Chandler City Hall, Chandler, Arizona

Chandler City Hall is designed to consolidate a number of city administration offices and service departments that interact with the public. The concept is that through a complex of building components and structured parking across two downtown city blocks, the needs of the government are met in an efficient convenient fashion comprising a total of 125,000 sf. An additional 25,000 sf for the City of Chandler Museum is incorporated into the complex. The project is LEED Gold Certified.

Papago Buttes Corporate Center Phase III, Tempe, Arizona

This is the 3rd and last phase of an existing multi-building complex. This project is a 4-story, 100,000 sf multi-tenant facility that extends an established materials palette along the street-side edges of the site.

Town of Gilbert - Police Evidence & Fire Resource Management Facility

The 50,000 sf building with additional secure exterior storage, is the primary storage location for property seized by the Gilbert Police Department. The warehouse will be fitted with shelves and racks that can accommodate high heavy loads accessed by a forklift.

Barney Bagby, PE, LEED AP BD+C, NCEES

Electrical Engineer | SmithGroupJJR

With over 40 years of experience in electrical engineering, Barney Bagby leads the SmithGroupJJR electrical engineering team in the Phoenix office. Professionally registered in 12 states, Barney's portfolio includes design and engineering of educational, health-care, correctional, commercial, industrial and residential projects. A seasoned project manager, he has performed code studies, estimating, lighting system comparative analysis, short circuit/coordination studies, sound and intercommunication systems, as well as, voice, video and data cabling, security systems and energy management systems.



Education

Associate General Studies
Phoenix College

Registrations

Registered Professional
Engineer: AZ, AR, CA, CO,
HI, KS, NV, OK, OR, TX,
WA, WV

National Council of Exam-
iners for Engineering and
Surveying

LEED Accredited Professional
BD+C

Professional Affiliations

International Association of
Electrical Inspectors

Building Industry Consulting
Services International

Location

Phoenix, Arizona

Indiana University (IUPUI) Health Center Strategic Master Plan, Indianapolis, Indiana

An integrated campus and facility master plan for the Academic Medical Center of Indiana University, IUPUI and Clarian Health Partners at Indianapolis. The site master plan established a campus planning framework that organized the campus district around key physical planning principles to create one seamless campus, use land strategically, and promote a strong sense of place. The integrated plan allows the effective coordination of future development, land acquisition, and shared utilization of facilities between the University and Clarian Health.

University of Nevada Las Vegas Shadow Lane Master Plan, Las Vegas, Nevada

The purpose of the UNLV Shadow Lane Campus Master Plan Update was to establish the feasibility of developing an 18 acre, shared health sciences campus occupied and guided by several institutions under the Nevada System of Higher Education. SmithGroup, LLC provided master plan schemes in order to guide the NSHE's planning efforts on program and facility growth for the next 20 years.

Banner Del E. Webb Medical Campus Master Plan - Sun City West, Arizona

Banner Health engaged SmithGroup, LLC to develop a master plan for Banner Del E. Webb Medical Center based on demand models developed through 2020, and established service line and physical development priorities.

UNLV Nursing School / UNR School of Medicine, Renovation & Upgrade, Las Vegas, Nevada

Renovation and fit-out of over 25,000 sf of space for biomedical research laboratories and over 10,000 sf of administrative office space for campus administration within the existing 92,000 sf Building B adjacent to the existing College of Dental Medicine on the Shadow Lane Campus.

International Genomics Consortium/ Translational Genomics Research Institute (IGC/TGEN) Headquarters, Phoenix, Arizona

As the first office/research project constructed on the Phoenix Bioscience Center, the 175,000 sf facility serves as the headquarters for the International Genomics Consortium (IGC) and the Translational Genomics Institute (TGen).

Cassie Goodwin, PE

Civil Engineer

Cassie has a diverse range of experience in the fields of civil, coastal and environmental engineering. Her project experience spans from stormwater management plans, watershed models, utility studies and sustainable design. She has prepared numerous reports and construction documents for municipalities, campuses, developers and industry, and has experience ranging from construction observation to public input processes. Her skills include drafting permits, preparing grants, performing modeling and field assessments, surveying, cost estimating, technical writing, and computer-aided drafting.



Education

Bachelor of Science-Civil Engineering, Washington University - St. Louis

Master of Science-Civil Engineering, University of Wisconsin-Madison

Registrations

Professional Engineer: Wisconsin

Professional Affiliations

LEED Accredited Professional

American Society of Civil Engineers

Board Member, River Alliance of Wisconsin

Location

Madison, Wisconsin

UW- Madison Education Building, Madison, Wisconsin

Civil engineering services for the complete renovation of this 1900s Beaux Arts building in the university's historic district. The design integrated sustainable features into a beautifully landscaped, high use site. The existing parking lot was relocated under an intensive green roof and pedestrian plaza. In addition, a third-floor green roof provides views of nearby Lake Mendota with a deck area large enough to accommodate receptions and events.

UW - Madison Biochemistry II, Madison, Wisconsin

Site design, landscaping and civil engineering for the new Biochemistry II building, which included demolition of a 1960's-era addition, design of a new state-of-the art research tower, and restoration of several 1910's-era buildings. The civil engineering work included tying into and upgrading complex underground utilities which ranged in age from 100-years old to more modern times. Site work included reconfiguring a parking lot and delivery access, restoring the original landscape design of historic Henry Mall, providing bike and moped parking, ADA access, and the development of a new outdoor café and pedestrian mall.

Kinnickinnic River Corridor Neighborhood Plan, Milwaukee, Wisconsin

Neighborhood planning effort on the south side of Milwaukee centered around the rehabilitation of the urbanized Kinnickinnic River. The plan was prepared through a partnership between the Milwaukee Metropolitan Sewerage District and the Sixteenth Street Community Health Center. The overarching goal of the project aims to improve stormwater management and water quality to the adjacent neighborhoods, and provide enhanced recreational and residential connects to the restored riverbanks.

Village Green Center Master Plan, Pleasant Prairie, Wisconsin

Master planning and preliminary engineering services, public process facilitation, and developed a draft neighborhood code that establishes transportation design standards, urban design regulations, and landscape and architectural guidelines to incorporate sustainable standards for new neighborhood developments.

Epic Corporate Headquarters, Verona, Wisconsin

Design and fast track implementation for the landscape and grounds of a massive corporate headquarters. The project included elaborate planting designs throughout the campus, including a 4-acre intensive green roof design that was built over the underground parking structure.

Lou Host-Jablonski

Architect | Design Coalition

Lou Host-Jablonski, AIA is Principal Architect with Design Coalition Inc. in Madison, Wisconsin since 1977. His projects have included community centers, interactive museum exhibits, community-built projects, and home modifications for persons with disabilities and chemical sensitivities. Lou's service to Madison includes 12+ years on the Urban Design Commission and recent chair of the Sustainable Madison Committee. A long-time Eastside resident, he helped found and has served as chair of the SASY Neighborhood Association. Lou's areas of professional focus are resource-efficient ('sustainable') design and planning, and environments for children.



Education

Bachelor of Science in Environmental Design, University of Wisconsin-Milwaukee

Master of Science in Environmental Design, University of Wisconsin-Milwaukee

Registrations

Registered Architect
Wisconsin

Professional Affiliations

American Institute of Architects
Wisconsin Green Building Alliance
Midwest Renewable Energy Association

Location

Madison, Wisconsin

Community Involvement

Schenk-Atwood-Starkweather-Yahara Neighborhood Association
Founding member, council member, Preservation & Development and Garver committees

City of Madison Sustainable Design & Energy Committee

City of Madison Zoning Code Rewrite Committee

City of Madison Ad Hoc Garver Feed Mill Re-Use Committee

City of Madison Urban Design Commission

Ad Hoc Committee to Advise the Common Council on the Disposition of City of Madison-owned Lands Adjacent to Olbrich Park, Mayoral appointment

Madison Children's Museum, Madison, Wisconsin

LEED Gold and award winning (20+ awards and counting) including a National Medal from the Institute of Museum and Library Services. Collaboration with over 200 Wisconsin artists on multiple large-scale, interior and exterior portions of the museum, made extensively of re-crafted recycled materials. Exhibit Architect since 2007.

Arbor House Annex, Madison, Wisconsin

New 3,600 sq.ft. Annex complements the historical masonry Plough Inn built in 1840. Built of an insulating wallform material composed of 85% recycled wood and concrete, the first commercial building of it's kind in Wisconsin. Exposed century-old recycled Douglas Fir timbers, passive solar design, native landscaping. Principal Architect.

Village Cohousing, Madison, Wisconsin

Madison's first cohousing community. 18 units are located on half an urban block. The group formed through a series of cohousing workshops that Design Coalition presented in the early '90s to 'jumpstart' the concept in our area. Principal Architect.

Head Start Headquarters, Madison, Wisconsin

24,000 sq.ft. complex multi-use program in Fitchburg, WI includes: two separate child care facilities; parent counseling and classrooms; teaching kitchen and teacher training areas; general offices for Head Start programs; and food storage and distribution warehouse. Project Architect.

Pine Street Neighborhood, Madison, Wisconsin

24 new semi-attached dwellings built on three city blocks in Hazleton, Pennsylvania as part of a continuing downtown revitalization. Extensive solar systems, energy-efficient, low-toxin, wheelchair accessible. Principal Architect.

Allan C. Bachmann, LEED AP

Chief Executive Officer | Bachmann Construction

Al Bachmann is the Chief Executive Officer of Bachmann Construction Company, Inc., and has contributed to the success of the organization for more than 35 years. He is part of the second generation of family members that are active in the day-to-day executive management of the company and is on the Board of Directors, serving as Board Chairman. Al has directed and managed the organization through high growth challenges, including company policy updates, the implementation of a comprehensive safety program, and many organizational changes.



Education

Bachelor of Science-Industrial Engineering, University of Wisconsin-Madison

Registrations

Professional Engineer:
Wisconsin

LEED Accredited Professional

Location

Oregon, Wisconsin

Olin – Chancellor’s House, University of Wisconsin Madison, Wisconsin

Al led the team which culminated in the complete historical restoration and modernization of the University of Wisconsin Chancellor’s house. The project included the addition of commercial kitchen space and complete landscaping of the grounds for the use of the Chancellor in receiving large parties of UW – Alumni and constituents. Exterior restoration, modernization of the Chancellors’ living space, and addition of complete ADA accessibility requirements were all included in the project.

Olds Seed Building, Contact Realty Madison, Wisconsin

Al led the Design-Build team for the complete restoration of a 4-story warehouse, which dated to the early 1900’s and was originally the Olds Seed Building – National facility. Work included conversion of building to all Class “A” office space, complete site renovation and restoration, and implementation of ADA handicap accessibility to all levels.

International Harvester Building The Rifken Group, private investor Madison, Wisconsin

This early 1900’s era manufacturing plant was converted to Class “A” office, and now houses multiple tenants for the Rifken Group. Project included the addition of ADA accessibility improvements and historical matching of exterior elements for a new elevator addition.

Based upon LEED requirements, this building would have achieved the “Gold Level” of certification.

Chris Quandt, LEED AP

Senior Project Manager | Bachmann Construction

Chris is a Senior Project Manager specializing in Green Construction and Historical Renovations/Restorations including masonry projects. Chris has managed for Bachmann include The Resilience Research Center, McKay Center at the UW Arboretum, Hotel Ruby Marie, National Mustard Museum and the University Club. He has managed many projects of historical prominence including the UW Ag Hall masonry renovation, projects at the UW Memorial Union, projects at the Wisconsin State Capital and around the Capital Square, Smith House relocation and renovation, UW Stock Pavilion Renovation and the Roundhouse reconstruction.



Education

Bachelor of Science-Physical and Environmental Geography, University of Wisconsin-Madison

Registrations

LEED Accredited Professional

Location

Madison, Wisconsin

Willy Street Co-Op

Middleton, Wisconsin

Conversion of a bowling alley into a natural foods store. Recycled and reused many materials prior to this being standard construction practice. Co-op growth expanded from about 3,000 members to 20,000 members shortly after this project was completed.

Roundhouse Reconstruction

Madison, Wisconsin

Shored and braced masonry and timber frame building after catastrophic fire. Rebuilt exposed timber frame structure using heavy timbers. Restored damaged masonry to pre-fire condition.

State Street Reconstruction

Madison, Wisconsin

Construction project management for newly constructed curved concrete profiled walls for benches and seats. Constructed grand stairway with ramp and twist stone coping and stone veneer on cheek walls. Used Black Locust wood extensively for wood benches and wood decking.

Resilience Research Center

Madison, Wisconsin

Constructed a LEED Platinum level neighborhood center and school. Recycled 93% of all wasted. Designed storm water systems so that no storm water leaves site and 46,000 gallons are captured in concrete tanks for irrigation of urban agriculture on site.

McKay Center

Madison, Wisconsin

Constructed a Taliesen designed wood framed building that was a typical Frank Lloyd Wright style building. Large cantilevered overhangs with lots of shading. Horizontal siding and detailing. Rain garden and significant site landscaping and hardscaping.

Taliesen

Spring Green

Repaired numerous buildings including reconstructing residence halls at Hillside School, masonry work at Taliesen main building and stabilization of Chicken Coop building.

Naomi Kroth

Assistant Project Manager | Bachmann Construction

Naomi joined Bachmann Construction in February of 2014. She is a member of the third generation of Bachmanns currently working at Bachmann Construction. Naomi worked for 7 years as a Project Manager at Epic in Verona, WI managing medical software installation for major healthcare organizations across the country. She is now putting those project management skills to work in the construction industry.



Education

Bachelors of Science-
Mathematics, University of
Wisconsin-Madison

Registrations

Professional Affiliations

Location

Madison, Wisconsin

Colony Brands Office Addition

Madison, Wisconsin

Construction project management for this 30,000 foot addition. The new construction was added to the front of the Colony Brands merchandise warehouse to create unifying office space for Colony's myriad design teams. The addition is constructed from insulated metal panels with a vaulted Swiss-inspired lobby entrance, housing private offices, system furniture space for 130 employees, staff café, conference rooms, and specialized merchandizing design space.

State Street Reconstruction

Madison, Wisconsin

Assisted with construction project management for the newly constructed curved concrete profiled walls for benches and seats. Constructed grand stairway with ramp and twist stone coping and stone veneer on cheek walls. Used Black Locust wood extensively for wood benches and wood decking.



6 | Development Costs

a. Architectural, engineering, interior design and other third-party soft costs; b. Project overhead and management; c. Total rehabilitation costs broken down into: i. initial rehabilitation costs, ii. interior build out costs by tenant/use; d. financing fees and construction loan costs, as applicable; e. development fee

The Company's investment in the Garver Feed Mill is made up of two key components: the Garver Building and the 21-acre North Plat. Each individual component is bifurcated between hard and soft costs. A summary of each is below:

<u>Hard and Soft Costs - Garver & Micro-Lodge</u>	<u>Garver Building</u>	<u>Per Square Foot</u>	<u>North Plat</u>	<u>Consolidated Pro Forma</u>
Hard Costs				
Site Work:	\$1,658,850	\$26.76	\$600,000	\$2,258,850
Demolition:	\$286,500	\$4.62	\$0	\$286,500
Concrete Slabs - Cutting and Removal:	\$475,000	\$7.66	\$0	\$475,000
Roof Structure:	\$1,625,000	\$26.21	\$0	\$1,625,000
Structural Repairs (non Masonry):	\$475,200	\$7.66	\$0	\$475,200
Masonry Repairs:	\$2,400,000	\$38.71	\$0	\$2,400,000
Windows/Entry Doors:	\$575,000	\$9.27	\$0	\$575,000
Framing:	\$150,000	\$2.42	\$0	\$150,000
Public Restrooms - Plumbing/Finishes:	\$220,000	\$3.55	\$0	\$220,000
Water Service:	\$150,000	\$2.42	\$0	\$150,000
New Building Sewer Service:	\$150,000	\$2.42	\$0	\$150,000
Gas Piping:	\$59,303	\$0.96	\$0	\$59,303
Electrical Service and Panels:	\$675,000	\$10.89	\$0	\$675,000
Electrical Distribution:	\$150,000	\$2.42	\$0	\$150,000
Common Area Lighting:	\$65,000	\$1.05	\$0	\$65,000
HVAC:	\$697,466	\$11.25	\$0	\$697,466
Geothermal:	\$266,040	\$4.29	\$0	\$266,040
Office Elevator:	\$130,400	\$2.10	\$0	\$130,400
Office Stairs:	\$105,850	\$1.71	\$0	\$105,850
Buildout Costs:	\$554,250	\$8.94	\$0	\$554,250
FF&E:	\$100,000	\$1.61	\$0	\$100,000
Tiny Home Investment:	\$0	\$0.00	\$3,000,000	\$3,000,000
Site Construction Supervision:	\$400,000	\$6.45	\$125,000	\$525,000
Olbrich Storage:	\$187,500	\$3.02	\$0	\$187,500
Contingency:	\$1,645,329	\$26.54	\$180,000	\$1,825,329
Total Hard Costs:	\$13,201,688	\$212.94	\$3,905,000	\$17,106,901
Soft Costs				
Acquisition Legal:	\$150,000	\$2.42	\$0	\$150,000
Leasing and other legal:	\$75,000	\$1.21	\$0	\$75,000
Title:	\$0	\$0.00	\$0	\$0
Topographical Survey:	\$0	\$0.00	\$0	\$0
Soils Tests:	\$0	\$0.00	\$0	\$0
Inspecting Architect:	\$10,000	\$0.16	\$2,500	\$12,500
Insurance (Builder's Risk):	\$10,000	\$0.16	\$2,500	\$12,500
Environmental Remediation:	\$100,000	\$1.61	\$100,000	\$200,000
Permits, Misc Gov't fees:	\$50,000	\$0.81	\$10,000	\$60,000
Taxes During Construction:	\$46,498	\$0.75	\$46,498	\$92,996
Tap/Impact Fees:	\$0	\$0.00	\$100,000	\$100,000
AS Built Alta Survey:	\$1,800	\$0.03	\$1,800	\$3,600
Miscellaneous Costs:	\$50,000	\$0.81	\$10,000	\$60,000
Architecture/Engineer:	\$500,000	\$8.06	\$0	\$500,000
Leasing Costs:	\$223,189	\$3.60	\$0	\$223,189
Soft Cost Contingency:	\$193,723	\$3.12	\$27,330	\$221,053
Development Overhead:	\$239,388	\$3.86	\$45,250	\$284,638
Project Management:	\$75,000	\$1.21	\$25,000	\$100,000
Interest Carry During Development:	\$391,566	\$6.32	\$20,250	\$411,816
Loan Point:	\$57,805	\$0.93	\$30,000	\$87,805
Operating Reserves:	\$99,133	\$1.60	\$0	\$99,133
Total Soft Costs:	\$2,273,101	\$36.66	\$421,128	\$2,694,229
Total Cost:	\$15,474,789	\$249.61	\$4,326,128	\$19,800,917
<i>Proportion of Total Cost:</i>	<i>78.15%</i>		<i>21.85%</i>	<i>100.00%</i>
Projected NOI:	\$368,138		\$445,140	\$813,278
Return on Cost Before Credits:	2.38%		10.29%	4.11%



7 | Financial Plan

Garver Building Investment

Madison-based Bachmann Construction and Baum Development's Construction Management Team compiled estimates of hard costs for the Garver Building. The most significant hard cost items include masonry repairs, site work (including underground sewer work, rainwater detention, landscaping, an access road from Fair Oaks, parking, and exterior walks/paving), a new roof and structure, and a 15% contingency factor. In total, hard costs here represent an investment of \$13.2MM, or \$212.94 per square foot.

Soft costs for the project total \$2.3MM, the most significant items comprising of architecture/engineering costs (A&E for both components were fully allocated to the Garver Building), leasing fees, and interest carry.

Total hard and soft costs associated with redeveloping the Garver Building are therefore estimated at \$15.5MM.

Garver Building Operating Pro Forma - Upon Development

	<u>Rentable SF</u>	<u>Rate PSF</u>	<u>Total</u>
Garver Building	61,997	\$12.00	\$743,964
Gross Income:		\$12.00	\$743,964
Vacancy - 10%:		<u>\$1.20</u>	<u>\$74,396</u>
Effective Gross Revenue:		\$10.80	\$669,568
CAM:		\$2.00	\$123,994
Real Estate Taxes:		\$1.83	\$113,455
Management Fees:		4.00%	\$26,783
Insurance:		\$0.35	\$21,699
Structural Reserves:		<u>\$0.25</u>	<u>\$15,499</u>
Total Expenses:		\$4.86	\$301,429
Net Operating Income:		\$5.94	\$368,138

Based on market research and conversations with logical future tenants of the building, we assume that the rent for this component will average \$12.00 per square foot, modified gross (meaning that tenants only reimburse increases in year over year CAM, taxes and insurance operating expenses), equating to \$744K in annual gross income. After reducing this figure by approximately \$301K, or \$4.86 per square foot on an annual basis, the result is \$368K in net operating income.

North Plat Investment

As mentioned previously, the Company's micro-lodging development plan is low-impact. The primary cost is the investment in the micro-lodges themselves (we estimate 50 lodges at a cost of \$60K each, or \$3MM). The other significant cost is site work, which includes the cost of providing access and utilities to each of the eco-lodging clusters.

Total costs for the North Plat are estimated at \$4.3MM - \$3.9MM in hard costs and \$421K in soft costs.

Micro-Lodge Operating Pro Forma - Upon Development

<u>Assumptions</u>		
Number of Rooms	50	
Rooms Available	18,250	
Rooms Occupied	12,319	
Occupancy	67.5%	
ADR	\$85.00	
RevPar	\$57.38	
Average Room Size	275	
Total Size	13,750	
<u>Pro Forma</u>		
Room Revenue	\$1,047,094	
Departmental Expenses	\$230,361	22.0%
Departmental Profit	\$816,733	
Undistributed Operating Expenses		
Administrative and General	\$90,000	\$1,800
Marketing	\$30,000	\$600
Property Operation and Maintenance	\$50,000	\$1,000
Utility Costs	\$55,000	\$4.00
Total Undistributed Operating Expense:	\$225,000	
Management Fees	\$52,355	5.00%
Reserves for Replacements	\$41,884	4.00%
Property Taxes	\$41,884	4.00%
Insurance	\$10,471	1.00%
Total Fixed Expenses	\$146,593	
Total Expenses	\$371,593	
Total Net Operating Income	\$445,140	

On the operating side of the micro-lodge pro forma, we anticipate that we are able to rent 50 lodges 67.5% of the year at a rate of \$85.00 per night, equating to an annual rate of \$1.05MM. Subtracting market standard hotel operating expenses along with fixed expenses associated with the underlying real estate results in net operating income of \$445K on an annual basis.

Consolidated Summary

SOURCES AND USES ANALYSIS

<u>SOURCES</u>	Amount	Per Square Foot	Percent of Project
Bank Loan	\$5,780,452	\$93.24	29.2%
Developer's Equity	\$2,476,727	\$39.95	12.5%
New Market Tax Credits	\$5,065,866	\$81.71	25.6%
Historic Tax Credits-Federal	\$2,158,605	\$34.82	10.9%
Historic Tax Credits-State	\$1,894,266	\$30.55	9.6%
City of Madison Credit for Garver Acquisition	\$1,825,000	\$29.44	9.2%
Idle Industrial Site Redevelopment Grant	\$500,000	\$8.06	2.5%
Focus on Energy Grant	\$100,000	\$1.61	0.5%
Total Sources	\$19,800,917	\$319.39	100.0%
<u>USES</u>			
Garver General Construction-Hard Costs	\$12,647,438	\$204.00	63.9%
North Plat General Construction- Hard Costs	\$3,905,000	\$62.99	19.7%
Garver General Construction- Soft Costs	\$1,559,213	\$25.15	7.9%
North Plat General Construction- Soft Costs	\$421,128	\$6.79	2.1%
Office Buildouts	\$554,250	\$8.94	2.8%
Leasing Commissions	\$223,189	\$3.60	1.1%
Interest on Construction	\$391,566	\$6.32	2.0%
Operating Reserves	\$99,133	\$1.60	0.5%
Total Uses	\$19,800,917	\$319.39	100.0%
<u>GAP REVIEW (Basic)</u>			
Desired Return	9.85%		
Stablized NOI	\$813,278		
Investor Funds	\$8,257,179		
Total Project Cost	\$19,800,917		
GAP	\$11,543,738		

Given the risk factors (construction, leasing, capital market risk, etc.) present in this project, we have targeted a development return on cost of 9.85%. This return compensates the Company's partners with a premium over and above the return an investor could expect if he/she were to buy a similar project in a finished state with leases in place and risk substantially mitigated.

Total net operating income for both components of the project is \$813K, with total costs estimated to be \$19.8MM. The weighted average return-on-cost of the project therefore equates to 4.11%.

It is worth emphasizing that the redevelopment of this project would not be possible without development of the North Plat for this complementary use. This scenario allows Garver Feed Mill to offer affordable lease rates for the growing local food industry – a critical component of Madison's regional economy.

The Company has identified and will need to utilize various federal, state and local grants and credits to develop a project that can be financed by traditional forms of debt and equity. The Company would need to utilize the \$1.825MM Madison credit to purchase the Garver property, as well as various state grants in the amount of \$600K (the Idle Industrial Site Redevelopment Program as well as the State of Wisconsin Focus On Energy Program), federal and state historic tax credits in the combined amount of \$4.1MM and New Market Tax Credits in the amount of \$5.1MM, equaling a total of \$11.5MM in incentives. These incentives reduce the total investment on the part of debt and equity sources to \$8.3MM, at which level the return on cost equals 9.85%, the targeted rate of return.



8 | Schedule

ID	Task Mod.	Task Name	Duration	Start	Finish	Predecessors	1st Quarter						2nd Quarter			
							Dec	Jan	Feb	Mar	Apr	May				
1		RFP Response Received by City	10 days	Mon 12/22/14	Fri 1/2/15											
2		RFP Review/Committee Decision	25 days	Mon 1/5/15	Fri 2/6/15	1										
3		Council Action on Committee Decision	37 days	Mon 2/9/15	Tue 3/31/15	2										
4		Land Use Entitlement Process	68 days	Wed 4/1/15	Fri 7/3/15	3										
5		Ground Lease/Building Sale Negotiations	68 days	Wed 4/1/15	Fri 7/3/15	3										
6		Council Approval of Ground Lease/Building	42 days	Mon 7/6/15	Tue 9/1/15	5										
7		Sale/Lease Execution	11 days	Wed 9/2/15	Wed 9/16/15	6										
8		Construction Start	1 day	Thu 9/17/15	Thu 9/17/15	7										
9		Mobilize	2 days	Fri 9/18/15	Mon 9/21/15	8										
10		Roof Bracing/Shoring	25 days	Tue 9/22/15	Mon 10/26/15	9										
11		Roof Reconstruction	30 days	Tue 10/27/15	Mon 12/7/15	10										
12		Membrane Roof	25 days	Tue 12/8/15	Mon 1/11/16	11										
14		Interior Demolition	10 days	Tue 12/8/15	Mon 12/21/15	11										
13		Exterior Masonry Restoration	170 days	Tue 12/15/15	Mon 8/8/16	12FS-20 days										
15		Interior Concrete Slab Cutting	5 days	Tue 12/22/15	Mon 12/28/15	14										
16		New Interior Footings and Foundations	10 days	Tue 12/29/15	Mon 1/11/16	15										
17		Underground MEP Work	20 days	Tue 1/12/16	Mon 2/8/16	16										
26		Interior Masonry Restoration	35 days	Mon 12/14/15	Fri 1/29/16											
18		Interior Concrete Slab Patching	5 days	Tue 2/9/16	Mon 2/15/16	17										
19		Masonry Elevator Shaft	20 days	Tue 2/16/16	Mon 3/14/16	18										

Project: Garver 12-10-14 Date: Wed 12/10/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

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ID	Task Mod.	Task Name	Duration	Start	Finish	Predecessors	1st Quarter				2nd Quarter		
							Dec	Jan	Feb	Mar	Apr	May	
21		Bathroom and Common Area Rough Framing	15 days	Tue 2/16/16	Mon 3/7/16	18							
20		Steel Stairs/Catwalk	20 days	Tue 3/15/16	Mon 4/11/16	19							
23		Elevator Install	15 days	Tue 4/12/16	Mon 5/2/16	20							
22		Window and Door Construction	30 days	Tue 7/12/16	Mon 8/22/16	13FS-20 days							
25		Wall and Ceiling Finishing	40 days	Tue 8/23/16	Mon 10/17/16	22							
24		Concrete Finishing (grinding/dying/etc)	20 days	Tue 10/18/16	Mon 11/14/16	25							

Project: Garver 12-10-14 Date: Wed 12/10/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

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9 | Special Conditions

1. We would like to work with in partnership with the City to determine a way to purchase the land underneath the building and satisfy the City's needs. For example, we would offer the City first right of refusal if the building is ever sold or subject to a catastrophic event.
2. Cease all city street operations from the North Plat.
3. Support from City staff in application for landmark status – we will take up the cause.
4. Participate in aggressive negotiations in a good-faith effort to protect the integrity of the building structure. The condition of the building necessitates timely action by the City and the Committee. Additional exposure to the elements through the passage of time any longer than is absolutely necessary could lead to exponential increases in project costs.



Appendix D – RFP Response Checklist

1. Transmittal / Acknowledgement Letter
2. Garver Feed Mill Re-Use Concept Plan / Design
3. Development Team Information
4. Management Team
5. Project Management Plan
6. Development Costs
7. Financial Plan
8. Schedule
9. Special Conditions (identified by the respondent)
10. Checklist
11. Twenty (20) sealed copies of submission
12. CD or flash drive containing submission in Word or PDF format



12/16/2014

Dear Members of the Garver Feed Mill Selection committee and City of Madison,

My name is Mike Moon, I am co-founder and General Manager of Just Coffee Cooperative. We started Just Coffee in Madison in 2001 with two employees and a tiny customer list. Thirteen years later, we are set to finish this year as a multi-million dollar business with over 20 employees. The greater Madison community and business environment has been critical to our success.

We have enjoyed getting to know the Baum development team and we love the concepts they have for the Garver Feed Mill project. If the Baum proposal is selected we are eager to be included. We see several components of the proposal as attractive features of a potential home for our business.

-The facility itself has tremendous potential for a coffee roaster. The building is robust and the site is well located to receive our inbound freight.

-The Baum proposal has a commitment to green practices that matches our values.

-We are eager to reach people who come to Garver to visit other tenants or to see a model of historical preservation and sustainable development.

-A flagship café where we can highlight our product, our practices and educate the public about coffee and fair trade is a priority for our business. Having it on site with our roasting facility increases the opportunities for education and is a real added value.

-Many of our employees live on the east side of Madison. Being bike path adjacent will surely increase the bike commuting miles we log every year. We also work with Scram Couriers – a Madison Company – to deliver our product. Having easy access to the bike path will also facilitate delivering our product locally by bicycle.

Baum Development has demonstrated the experience to deliver on their well-crafted vision. This iconic project is an exciting potential new home for Just Coffee Cooperative. We strongly urge the committee and City to select this visionary proposal and look forward to being an integral part of its future.

Sincerely,

Mike Moon
General Manager



Calliope Ice Cream
22 N. Carroll St., #104
Madison, WI 53703

12/15/14

Dear City of Madison and Garver Feed Mill Selection Committee,

We are Calliope Ice Cream, a very small ice cream manufacturer in Madison, WI. We have been in business for almost three years, specializing in unusual and unexpected ice cream flavors for the wholesale grocery and restaurant market.

Currently our ice cream is produced at Chocolate Shoppe's production facility on the far east side of Madison. In the past year, we have been researching getting our own small production facility going, one where we could focus on small batches, showcasing local products, and collaborative ice cream making. Ideally, this spot would also be a centrally-located, interesting retail location that could provide year-round access to customers, near bike paths and bus routes, and have a focus on sustainability.

We believe we found everything we are looking for in Baum Development's Garver Feed Mill concept.

I visited Baum's Green Exchange Chicago building early last year and was very impressed with how they handled the restoration of the historic building, the beautiful and welcoming design, and its mix of tenants. It is an exemplary community space, and I feel very strongly that this is what would also happen with the Garver Feed Mill.

Not only is there already great group of trade and business people affiliated with this project, but the vision, the skill, and the values of all the participants are at the highest level, a renovation with this team would be such an incredible asset to the area. Madison and Dane County are already seen as leaders in supporting local business (Dane Buy Local, the biggest "buy local" group in the country), sustainability (Sustain Dane, the Mpower Champion program), and support for regional food (Dane County Farmers' Market) this building and Baum Development's vision would only add to the reputation that Madison already has in leading the way in how to do good while doing well.

Calliope Ice Cream would jump at the chance to be a part of this innovative project. Given the background and reputation of everyone involved, we urge the City of Madison and the Selection Committee to move ahead with Baum Development's proposal.

Sincerely,

Staci Fritz
Owner
Calliope Ice Cream

Potter's Crackers

organic artisan crackers delivering the flavors of Wisconsin

December 16, 2014

Dear Members of the Garver Feed Mill Selection Committee and City of Madison,

Potter's Crackers is a Madison based company with 19 employees. We began our company in 2006 and have enjoyed continuous growth. We have a deep commitment to our Madison location and cannot emphasize enough how supportive the community of Madison has been and continues to be of our company. We feel very fortunate.

I have had the chance to meet with the Baum Development team regarding their Garver Feed Mill concept. If Baum Development is selected to go forward with their Garver Feed Mill project, we are very interested in being a part of this destination-location. The proposed Garver Mill project meets our practical needs of more space, eastside location (where most of our employees live) and a convenient bus route for the neighborhood students we employ. In addition to these business necessities, being a part of a creatively repurposed building like the one proposed fits well with our commitment to an organic, sustainable future for our business and our community.

I have every confidence in Baum Development and I think if they were selected to go forward with their project this would be a valuable addition to the city. They have vision and creativity that is coupled with pragmatism and experience, just what we all look for in a business partner.

I strongly urge you to select the Baum Development Concept for the Garver Feed Mill.

Sincerely,

Nancy L. Potter
Owner, Potter's Crackers

Potters Fine Foods LLC ♦ 100 S. Baldwin, Suite 101 ♦ Madison WI 53703
(608) 663-5005 ♦ nancy.potterscrackers@gmail.com

December 12th, 2014



To The Garver Selection Committee and The City of Madison:

Old Sugar Distillery has been thriving on Madison's near east side for nearly five years. During that time, we have expanded our product offerings, and increased sales both on the retail level and through a distribution network that spans several states. I am writing to voice my support for the project that Baum Development and their local team has put together.

If they are granted the opportunity to complete the project, we plan to expand our business on both levels, with an even greater focus on using locally grown ingredients and sustainable production techniques. The project is pulling together many of the young, creative entrepreneurs that are helping to make Madison a leader in the craft food and beverage industries. It's a project that would attract people from around the country to visit Madison. Bringing in tours from out of state would not only increase our sales in the short term, but help us make a name for ourselves outside of the area so that we can further expand our distribution network.

Growing some of the fruit for apple and grape brandies on the adjacent property would help us convey just how local and from-scratch our products are, really setting us apart from big industrial facilities. We urge you to select their proposal. We fell in love with the building and the story, naming Old Sugar Factory Honey Liqueur for it, and then changing the name of the distillery itself to Old Sugar Distillery. This project would allow us to establish ourselves in our namesake building, while also maintaining our East Main Street facility.

Thanks for your consideration.

Cheers,
Nathan Greenawalt

A handwritten signature in black ink, appearing to read "Nathan Greenawalt", with a long, sweeping underline.



Twink Jan-McMahon, Executive Director

Director@WisconsinUrbanWood.org

P/Text 608-886-3379

Madison, Wisconsin 53704 | WisconsinUrbanWood.org

December 15, 2014

Dear Garver Selection Committee,

Wisconsin Urban Wood (WUW) is a growing network of foresters, arborists, sawyers, kiln operators, wood product manufacturers, and industry professionals who recover dead urban trees from the waste stream to produce value added goods in lumber, flooring, cabinetry, furniture, art and architectural applications. Our diverse partnership includes small, one-person garage workshops and a multi-million dollar flooring company. Every size company matters; each is a part of a local material stream. WUW partners are located in Madison, Baraboo, Delafield, DeForest, Oregon, Spring Green, Milwaukee, Caledonia, Hartford, and Waukesha. WUW is a not-for-profit 501c3.

WUW partners have decades of combined expertise and an exceptional devotion to land, water, and forest resiliency. The North Plat and Starkweather Creek provide a microcosmic-tableau and living outdoor classroom, ideal for telling the story of urban trees—their benefits to land, water and air while they are growing healthy and strong, and their ongoing benefit in wood products once they succumb to disease, insect or storm. Our partners are capable and invested in the care and management of this forested system for its own sake, but also because teaching people to use local urban wood has both local and global implications. Buying locally produced wood products supports local economies and reduces demand for wood being removed from rainforests.

WUW's mission supports the surrounding neighborhood's goals to preserve and manage the North Plat natural areas as a retreat from the urban activity surrounding its 26 acres. As stewards of the largest plants in the urban setting, WUW's desire is to mirror Olbrich Botanical Gardens' role as "a locally treasured and globally renowned source of beauty and education celebrating the importance of plants in a sustainable world."

The Garver Feed Mill site, Olbrich Botanical Gardens and Starkweather Creek combine to form a choice setting for showcasing WUW's scaled model of tree and forest care, wood processing, manufacturing, and beautiful wood products in 8-10 thousand square feet of indoor, outdoor and office space.



The Baum concept is important for our growing industry where small producers need visibility, collaborative opportunities, and access to related industry professionals. We're confident that the strength and uniqueness of Baum Development's proposal, including WUW, will draw local, state, and national wood industry professionals and start-ups to WUW's educational setting, product showroom and small wood shop spaces.

This multi-faceted destination for urban wood education and outreach will serve the general public, municipalities, and industry as a centralized location for learning about urban wood and the outstanding products and services of our partner businesses.

In addition to occupancy of the site, our partners can facilitate and provide all interior finish wood materials, some supporting structure wood materials, and interior wood products: architectural elements, flooring, furniture, cabinetry—all made from local woods by local small, medium and large businesses. Project architects can confidently specify our products in their designs. With Wisconsin Department of Natural Resources Urban Forestry funding, WUW has developed architectural specifications for urban wood. City of Madison trees could easily be incorporated into this project to full effect.

Baum Development's triple bottom line and experience demonstrates their remarkable vision and capacity to deliver iconic projects—an ideal fit for the Garver redevelopment. We strongly urge the Committee and City of Madison to select this visionary proposal and look forward to being an integral part of its future.

Yours for a resilient urban forest,

Twink Jan-McMahon
Founder, Wisconsin Urban Wood

*According to the U.S. Forest Service, wood generated annually from tree removals in U.S. urban areas **could** produce 3.8 billion board feet of sustainable lumber. Most of these trees are turned to wood chips and firewood or hauled to landfills as "waste."*

Wisconsin Urban Wood rekindles the community art and practice of using dead trees as an economic, social and environmental resource.

Address: 4539 Helgesen Drive
Phone: 608.346.3003
E-Mail: henry@mobcraftbeer.com
Web: mobcraftbeer.com



12/15/2014

Dear Members of the Garver Feed Mill Selection committee and City of Madison,

MobCraft Beer is a Madison based company with 4 employees. Founded in 2012, we are the worlds first crowdsourced brewery and were named the top New Wisconsin Brewer of the year by the global beer rating website ratebeer.com. We have had pleasure to participate in the discussions with the Baum Development team regarding their Garver Feed Mill concept. If Baum Development team is selected, we would love to further explore the option of expanding our manufacturing process there.

This facility would provide us an opportunity to produce our award winning beer, and continue to develop our craft beer culture focused on unique, local and high quality ingredients. Unlike other sites, Garver would allow us to grow a hop farm and where patrons could learn other facets of the brewing process. This proposed re-adaption of the Garver Feed Mill would be amazing asset to the local food scene and our community at-large.

Baum Development's experience demonstrates their remarkable vision and capacity to deliver iconic projects which is an ideal fit for the Garver redevelopment. We strongly urge the committee and City to select this visionary proposal and look forward to being an integral part of its future.

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read "Henry Schwartz". The signature is stylized and fluid.

Henry Schwartz
CEO
MobCraft Beer Inc.



Dear Members of the Garver Selection Committee and City of Madison,

We here at Quince and Apple would like to express our strong excitement and enthusiasm about the Baum Development team's concept for the Garver Feed Mill building. As a small artisan food business based in Madison, we have greatly benefitted from the strong local food community here in town. This development would be a pretty glorious addition to our already great food scene, serving as both a tourist destination and local food hub. In addition, the proposed project provides significant synergies for wholesale businesses like ours that want to branch into some aspects of direct-to-consumer selling.

The concept of the building, to bring together local food producers in a venue that becomes a whole greater than the sum of its parts, is appealing both to a smaller business looking to grow its brand, and a larger entity that can truly invest and use the unique features of the space. The business development opportunities for small businesses are wide and varied, ranging from the opportunity to sell in the café, to providing products and services for weddings, collaborations with other local producers, and opportunities for brand-building.

The Baum Development team has a proven track record of success in designing and building progressive, iconic, green spaces in other cities. We strongly support this concept for the Garver Feed Mill and hope that the committee and City will select this exciting proposal. We look forward to the opportunities this concept will bring to the City of Madison, our business, and many other local businesses.

Sincerely,

Clare and Matt Stoner Fehsenfeld

Co-Owners, Quince and Apple

quince & apple
100 s. baldwin st. ste 307 • madison, wi 53703
info@quinceandapple.com • (608) 301-5433

CITYWOOD TREECYCLING, LLC

“The Urban Lumber Specialist”

December 14, 2014

Dear Members of the Garver Feed Mill Selection Committee,

CityWood Treecycling was established in 2002 with the purpose of producing lumber and wood products from discarded urban timber waste. Our small sawmill and lumber drying business uses logs that have been removed for reasons such as disease, utility right-of-ways, storm damage, construction, or when a tree poses a public safety hazard. Historically, all of these trees would have been turned into firewood, chipped or worse yet, placed into a landfill. CityWood and a growing group of environmentally aware individuals have worked to provide the vision, expertise and equipment to use this material to produce valuable lumber for furniture makers, artisans and craftsmen. I believe that the Garver Feed Mill development concept would provide the perfect location to educate the public about utilization of urban woods. Additionally, it will provide a location for showcasing and retail sale of these unique products to the public.

We believe CityWood Treecycling would be a valued addition to the Garver Feed Mill development project. The opportunity to be a part of a trademark-defining project will help expand public awareness of urban timber usage and will inspire additional business ventures that benefit from the fine urban lumber and wood products CityWood produces. This will also support future employment opportunities for residents of Madison and the surrounding area.

We believe strongly in the importance of education and innovation to propel our urban wood utilization concept to the next level. This proposed re-adaption of the Garver Feed Mill would be an amazing asset to CityWood and our community at-large. Baum Development’s experience demonstrates their remarkable vision and capacity to deliver iconic projects, which is an ideal fit for the Garver redevelopment. We urge the committee and City of Madison to select this visionary proposal and look forward to being an integral part of its future.

Sincerely,

Dave Arnold

David Arnold
CityWood Treecycling

4520 Oak Springs Circle | DeForest, WI 53532
Phone 608-698-7559
darnold@citywoodtreecycling.com | www.citywoodtreecycling.com

Ian's Pizza on State



address
115 State St.
Madison, WI 53703

web
www.ianspizza.com

phone
608.257.9248

fax
608.661.0476

e-mail
115state@ianspizza.com

December 15, 2014

Dear Garver Feed Mill Selection Committee and City of Madison,

We at Ian's Pizza Madison are pledging our support for the Baum Development project at Garver Feed Mill.

As a locally-owned company, we do our best to support other local businesses. As a restaurant, we use regional food whenever feasible. In fact, sustainability plays a big part of our values as a company. Another big part of our values is providing opportunities for growth for our employees to realize their dreams of business ownership, whether pizza-related or not. A facility like Garver Feed Mill, with its emphasis on collaborative space, shared costs, and a focus on sustainability fits in perfectly with what we try to do.

After reviewing the plans, meeting with those involved, and seeing the vision they have for the site, we are convinced that this would be a great asset to the area. We look forward to finding out a way to be a part of their vision as it moves ahead.

Sincerely,

Nick Martin
Owner/Managing Partner
Ian's Pizza on State
Ian's Pizza by the Slice





December 17, 2014

Dear Members of the Garver Feed Mill Selection committee and City of Madison,

FairShare CSA Coalition, Inc. is a Madison based nonprofit with the mission of connecting community supported agriculture (CSA) growers and eaters across central and southern Wisconsin. We coordinate a network of 55+ organic vegetable crop farms in our region that are primarily growing to sell directly to consumers, although many of our farms also do wholesale sales as part of their business mix. We provide technical assistance and education to our farmers, provide community development and outreach to build the CSA and local food movement, and provide access to fresh healthy foods to low income households through our Partner Shares CSA scholarships. I have had pleasure to participate in the discussions with the Baum Development team regarding their Garver Feed Mill concept. While it is too early in the process to make such a decision, if Baum Development team is selected, we would strongly consider being a part of the mix of businesses and agencies taking tenancy in the Garver Feed Mill food and sustainability enterprise center. The opportunity to be a part of this project will help to expand FairShare's business ventures, connect us closely with food partners, and increase our community outreach and education efforts.

This proposed re-adaptation of the Garver Feed Mill would be an amazing asset to the growing local food scene and our community at-large in becoming a destination for food related production and information. As such it could serve as a one stop shop for folks interested in the local food scene .

Baum Development's experience demonstrates remarkable vision and capacity to deliver iconic projects which is an ideal fit for the Garver redevelopment. We strongly urge the committee and City to select this visionary proposal and look forward to potentially being an integral part of its future.

Sincerely,

A handwritten signature in black ink that reads "Chris Brockel".

Chris Brockel
Executive Director

CONNECTING
community Supported Agriculture
ROWERS & EATERS



303 S. PATERSON ST #1B • MADISON, WI 53
INFO@CSACOALITION.ORG • 608.226.0300



Nourishing the links between land and table
306 E. Wilson St. #2E • Madison, WI 53703 • 608-310-7836

December 15, 2014

Dear Members of the Garver Feed Mill Selection committee and City of Madison:

I am writing to enthusiastically add REAP Food Group's support for Baum Development's proposed concept for preservation and development of the Garver Feed Mill.

REAP Food Group is a non-profit organization whose mission is to build a healthy, just and environmentally and economically sustainable regional food system. Our programs involve helping bring more healthful local foods from farm to schools, to restaurants, and to healthcare facilities. REAP is also well known for offering broad community educational programs and events that foster understanding of sustainable food issues and celebrate local food connections. After working in these segments for some years, it is clear that the demand for artisanal local foods is growing very quickly. And that the Madison/Southern Wisconsin region has become a model for the country in the farm to table movement.

We are impressed with the thoughtful details the Baum Development team has put together in this proposal that provides a showcase setting for educational programming as well as functional production space for mid-scale food enterprises. We are excited by the concept of non-profits sharing space with production spaces and having a large scale venue for events right on site. We can envision dozens of educational connections we could help make both with the food companies and especially with the land use plans that include sustainable food production just outside the door.

As a life-long Madison resident, I've watched with sadness the slow decay of the old Feed Mill and would be thrilled to see it saved in such a culturally, historically, and beautifully visionary manner.

We are delighted to support the Baum Development proposal and can't wait to explore housing REAP's offices side-by-side with the others in this wonderful space.

Sincerely,

Miriam Grunes
Executive Director



Department of Planning and Community and Economic Development
P.O. Box 2983
Madison, WI 53701-2983

Dear Garver Feed Mill Selection Committee,

Blue Terra Design (BTD) is a Madison based company with three employees. BTD was founded in 2008 as a remodeling and build company. Then, responding to market demand, in December 2012 we changed our business model to build cabinetry and furniture with a focus on kitchen remodeling. We also developed a line of custom aquarium stands sold at both our online and brick and mortar locations. In 2014 we joined Wisconsin Urban Wood, incorporated urban wood into our product line, and expanded production by two fold. We project a need for additional space—approximately 4000 square feet—in the near future.

We believe strongly in sharing our knowledge and experience to educate future woodworkers. Each spring, we hire interns from the Madison College Cabinetmaking & Millwork program. We increase pay as the intern's experience grows, and give raises based on the Union Shop Apprentices Program. Baum's business incubator proposal to include Wisconsin Urban Wood and its partner businesses amplifies the benefits to our interns and to BTD by providing critical exposure to small business networks and direct access to wood industry market professionals in Wisconsin Urban Wood.

The Garver Feed Mill site fulfills our future need for space, and keeps us in Madison. Our quality urban wood products contribute to a full-cycle urban forest by adding value to wood from yearly tree removals that would otherwise be turned to mulch or firewood. We are confident Baum's triple bottom line commitments will make Garver a destination location and bring local and statewide exposure for BTD and our urban forest products.

We are pleased to make building our business part of Baum's Garver Feed Mill proposal. Baum Development's vision and capacity to deliver iconic projects is an ideal fit for the Garver redevelopment and for BTD. We strongly urge the committee and the city of Madison to select this visionary proposal and look forward to being integral part of its future.

Sincerely,

Paul Miner, Owner
Blue Terra Design
540 Tasmen Street, Unit F, Madison WI 53714
Paul@BlueTerraDesign.com
(608) 843-3550



2001 Atwood Ave
Madison, WI 53704
608-630-9286

*Handmade
in small batches
with love.*

12/12/2014

Members of the Garver Feed Mill Selection committee and City of Madison:

One Barrel Brewing Company was founded in 2012 and brews small batch beers primarily for consumption at our tasting room/pub on Madison's near East side. In the spring of 2015 we will begin work on another facet of the fermentation business and look to produce Normandy-Style apple cider under the working title, Presidential Cider Company. Initially we will develop our orchard and production facilities on a small property in far Eastern Dane County with an eye towards expanding our production facilities around the time that the Garver Feed Mill renovation is complete.

We are excited about the prospect of locating our operations in the newly renovated Garver Feed Mill under Baum Development's proposal. In working with their team to date, we have seen how they have been able to transform other projects like this in unique and successful ways. The vision they are showing on this project in bringing craft producers together under one roof in this historic setting is remarkable. Due to its location small scale manufacturing is an ideal use for this site, rather than housing or retail. There is also an opportunity to adapt some of the land surrounding the building site for an urban orchard that can be act as an educational tool for our neighbors at Olbrich Gardens and the Goodman Community Center. The tiny home/cottage rental piece they are proposing will tie everything together and make Garver a true destination for people throughout the region.

Because Garver will be a destination, it will greatly increase the visibility of all of the manufacturers that are housed within. There will be opportunities for collaboration and cooperation amongst tenants. And the public market-like central area will allow us further opportunity to share our goods and interact with the community around us. Presidential Cider Company may even have the ability to source some of its raw materials from the surrounding land, lowering our carbon footprint and helping us to make products that are truly local.

With that we ask the committee and the city to select Baum Development's visionary proposal and hope that we will be an important part of the future Garver Feed Mill development.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Gentry", written in a cursive style.

Peter Gentry
Executaire and Sole Member
One Barrel Brewing Company
Presidential Cider Company



P.O. Box 1485
Madison, WI 53701
608-455-1999
www.dcfm.org
info@dcfm.org

December 17, 2014

Dear Members of the Garver Feed Mill Selection Committee and City of Madison,

The Dane County Farmers' Market, Inc. is a Madison based non-profit organization with 288 members. Founded in 1972 we are the largest producer-only farmers' market in the nation.

I have been participating in discussions with the Baum Development team regarding their Garver Feed Mill redevelopment. If the Baum Development team is selected we would be quite excited about the possibility of a farmers' market component as part of the mix of businesses and attractions within the feed mill complex.

While a farmers' market developed by the DCFM may or may not end up being the actual market within the complex, we feel the direction and type of businesses that Baum is seeking for the Mill goes a long way in enhancing the appeal of locally produced food products. The idea of incorporating a farmers' market makes excellent sense.

Taken as a whole, the Garver Feed Mill Campus presents to our local foods community an exciting combination of manufacturing space, enclosed public space, and attractive natural and enhanced green space.

What I have seen of Baum's other work convinces me that the organization possesses the vision, development know how, and track record to take this project on and develop the Garver Feed Mill into an attractive business and public complex of which Madison and Dane County can be proud.

Regards

William C. Lubing,
Manager, DCFM



Dane County

Lisa Johnson
Horticulture Educator

University of Wisconsin-Extension
Lyman Anderson Ag. & Conservation Ctr
5201 Fen Oak Dr., Ste. 138
Madison, Wisconsin 53718-8812

608-224-3715 phone
608-224-3727 fax
johnson.lisa@countyofdane.com

12/15/14

Dear Members of the Garver Feed Mill Selection Committee,

I am an advisory member of the Wisconsin Urban Wood (WUW) partnership organization. As part of my position as UW-Extension Horticulture Educator, I work with members of the Green Industry (such as arborists) on issues related to urban forestry. I also act as staff for the Dane County Tree Board, a committee appointed by the County Executive that focuses on educational, environmental and business aspects of urban forestry. I have been an active member of the WUW group as it touches on many aspects of the urban forestry matrix including environmental sustainability and responsibility, small business growth, job creation and education.

A dedicated space for WUW at the Garver Feed Mill site would be a natural fit due to its proximity to Olbrich Gardens and its educational function and promote interaction with the public in the area of environmental education and sustainability. It would give businesses that are part of the network a place to showcase not only their products, but the actual milling, kiln drying and woodworking processes behind creating sustainably produced products from local wood sources.

As emerald ash borer continues to take its toll on our local urban forest and more wood is generated, we need to find value-added ways to divert that asset away from landfills where its value is lost and its mass adds to the landfill problem. WUW is working on ways to do that. These small businesses as they expand are also creating a labor market, including on-the-job training for and employment of at-risk youth. I strongly support the WUW proposal and hope the City and Selection Committee will select it for this site.

Sincerely,

Lisa Ann Johnson
Horticulture Educator
Dane County University of Wisconsin-Extension



(608) 609-1005
www.urbantreealliance.org
info@urbantreealliance.org

Dear Members of the Garver Feed Mill Selection Committee,

As a Madison-based non-profit organization and member of Wisconsin Urban Wood the Urban Tree Alliance has been made aware of the opportunity to be involved in the Baum Development proposal to redevelop the Garver Feed Mill Site.

We are an actively growing organization that is expanding both the breadth and volume of our operations. We are interested in utilizing space at the Garver Feed Mill site to house offices for our staff (~600 sq ft) as well as outdoor space to store equipment and utilize wood biomass (up to .5 acre). We work closely with several other Wisconsin Urban Wood businesses to utilize high quality logs to be milled into lumber for flooring, furniture and other uses. Our goal in the next 2 years is to develop a site at which other forms of wood biomass (i.e. wood chips and low-quality logs) can be processed for added value and re-distributed to the public—a similar and complimentary program to Olbrich Botanical Gardens' annual sale of leaf mulch.

Our daily operations involve managing the urban forest through contracts with residential, commercial, and municipal clients. With our staff knowledge and specialized equipment we would be highly qualified to assist in the management of the natural areas surrounding the Garver Feed Mill. Land management would be done following Olbrich Botanical Gardens' sustainability practices and best management practices in urban forestry.

Use of the Garver Feed Mill site through the Baum Development proposal would allow the Urban Tree Alliance to serve more members of the community; provide wood biomass utilization services that currently do not exist in the Madison area; employ 2-3 more staff in providing these services; and manage the natural areas surrounding the site. The inclusion of these services in the Baum proposal further reinforces the value to the community. With this in mind we strongly support Baum's vision for the Garver Feed Mill site as a benefit to the Madison community.

Thank you,

Evan Slocum
Executive Director



December 15, 2014

Net-Zero Energy Coalition
5 Third Street, Suite 900
San Francisco, CA 94103

Attn: Garver Feed Mill Selection Committee

The Net-Zero Energy Coalition (NZEC) is dedicated to accelerating adoption of net-zero buildings and communities across North America. With 40% of global emissions attributed to buildings, we believe every builder and developer needs to make energy efficiency and sustainability a priority. The NZEC is focused on providing our members and partners with tools, resources, connections, and a platform for collaboration to simplify net-zero construction.

The Baum Development team has created a vision for a project that will serve as a continental example of sustainability – from the adaptive re-use of an historic building, LEED-certification and energy efficiency, all the way to the land stewardship and local, sustainable, economic development creation. This type of leadership is important to drive awareness, education, and momentum of other projects that will be designed to a higher standard across North America. We are particularly impressed by the deeper “green” commitment by Baum Development, including water conservation measures, onsite waste management, demonstration of small living (micro-units), and renewable energy production.

Our team has confidence that with Baum Development’s track record of conservation, sustainability, and community partnership, the project will live up to the grand vision proposed. We support the project as a partner, and urge the committee and City to select this innovative proposal for the Garver Feed Mill. It will serve not only as an example, drawing global interest to Madison, but will be an asset to the community, enriching the local culture.

Sincerely,

A handwritten signature in black ink, appearing to read "Shilpa Sankaran", with a long horizontal flourish extending to the right.

Shilpa Sankaran
Executive Director
Net-Zero Energy Coalition



Quality Through Teamwork Since 1954

December 15, 2014

Mr. Don Marx
Office of Real Estate Services
Economic Development Division
Dept. of Planning and Community & Economic Development
Room 332
215 Martin Luther King Jr. Blvd.
PO Box 2983
Madison, WI 53701-2983

c/o David Baum
Bryant Moroder
Baum Realty Group
1030 West Chicago Avenue
Chicago, IL 60642

Dear Mr. Marx,

Bachmann Construction Company, Inc. is pleased to provide the Baum Realty Group company, your department, and the City of Madison with this letter of commitment for the proposed rehabilitation and re-use of the existing Garver Feed Mill facility.

This letter of commitment is in conjunction with the Baum Realty Group proposal submission. Our 60 year commitment to Madison's Eastside makes us especially excited to work with the City of Madison, Olbrich Botanical Gardens (OBG), and the Schenk-Atwood-Starkweather-Yahara (SASY) Neighborhood Association to redevelop the "Old Sugar Factory", Garver Feed Mill Structure, and the North Plat site.

Bachmann Construction has previously provided construction services for Eastside, historical restoration and re-use projects over the years; including Gateway Mall construction, International Harvester restoration and re-use, the Olds Building historical restoration and re-purposing, and the Roundhouse Railroad Terminal restructuring and remodel. Bachmann Construction Co. has committed our resources to the Baum Realty Group to provide staffing, scheduling, coordination & organization, and construction management to assist all of the shareholders and stakeholders involved in this project. We will work collaboratively with City Planning and Community Development, OBG, and SASY Association to develop, budget, and construct the best re-use plan for this significant Eastside Garver Feed Mill/North Plat adaptive reuse project.

Phone (608) 222-8869

1201 S. Stoughton Road, Madison, WI 53716
www.bachmannconstruction.com

FAX (608) 222-8618

Bachmann Construction Company, Inc.

Bachmann Construction Co., Inc. was established in 1954 by Fred and Ruth Bachmann and is managed today by the Third-Generation Bachmann family. We employ approximately 70 people, including office staff and field personnel in our Madison office. Our historical masonry restoration division makes Bachmann uniquely qualified for tackling the substantial challenge posed by the restoration of the "Old Sugar Mill"-Garver Feed Mill structure. We have provided substantial additional credentials to the Baum Realty Group for their RFP submittal. Please refer to those additional documents.

Bachmann Construction Co. has an unsecured line of credit of 1 Million dollars and the capacity to provide performance bonding in collaboration with strategic partners in excess of 20 million dollars.

We appreciate the opportunity to be part of this significant Eastside project in association with the Baum Realty Group. We look forward to working with the collaborative team including the City of Madison and Eastside Madison entities.

If you should have any questions, please feel free to contact Al Bachmann at the following phone numbers, Office: 608.222.8869/Cell: 608.576.5901 or my e-mail address at:
abachmann@bachmannconstruction.net

Very truly yours,



Al Bachmann, CEO
Bachmann Construction Company, Inc.

ACB/pr

Phone (608) 222-8869

1201 S. Stoughton Road, Madison, WI 53716
www.bachmannconstruction.com

FAX (608) 222-8618

Bachmann Construction Company, Inc.

Baum Development

From: Cece Gassner <cece.gassner@gmail.com>
Date: December 14, 2014 at 12:30:42 PM CST
To: David Baum <david@baumrealty.com>
Subject: Reference Letter for Madison, WI Project

To the Garver Feed Mill Selection Committee,

I am the former Economic Development Director for the City of Boise, Idaho. In that capacity, I worked with David Baum of Baum Development for almost a decade in which time they redeveloped a mostly vacant square block in our downtown.

David and his colleagues at Baum Development always worked with the utmost integrity and exhibit special consideration for how that project, and other projects they evaluated, fit into the fabric of Boise. For those reasons and more, the Garver Selection Committee has my permission to contact me as a reference for Baum Development LLC. Please feel free to contact me at either phone number, or the email address, set forth below.

Very truly yours,
Cece Gassner

O: [\(208\) 387-7507](tel:(208)387-7507)
M: [\(208\) 869-8113](tel:(208)869-8113)

Baum Development

From: "Zussman, David" <david.zussman@related.com>
Date: December 14, 2014 at 1:04:38 PM CST
To: "David Baum (david@baumrealty.com)" <david@baumrealty.com>
Subject: Garver Feed Mill

To the Garver Selection Committee,

I worked with David Baum of Baum Development on the construction financing of the Green Exchange project in Chicago.

The Garver Selection Committee has my permission to contact me as a reference for Baum Development LLC.

David Zussman
The Related Companies, L.P.
60 Columbus Circle
New York, NY 10023
[212 801-3797](tel:2128013797) (o)
[917 287-0673](tel:9172870673) (c)



December 15, 2014

Garver Selection Committee
City of Madison, Wisconsin

1866 North Marcey Street
Chicago, IL 60614
(773) 929-5552 phone
(773) 929-6162 fax

Dear Garver Selection Committee:

My name is Mike Holzer and I am the executive director of North Branch Works, a community-based, non-profit economic development agency located on the north side of Chicago. Our mission is to retain and expand industry and good paying jobs for area residents on Chicago's north side. I am writing this letter in support of work done by David Baum and Baum Development LLC in partnership with North Branch Works on the redevelopment of the former Frederick Cooper Lamp mfg. building to transform it into the Green Exchange.

We have enjoyed a lasting and productive partnership with David and his firm, Baum Development that began with redevelopment of the Cooper Lamp bldg into the Green Exchange and continues with other projects at other buildings located in the industrial corridor that is part of our service area.

I have personally worked with David Baum and Baum Development for the last several years. During that time Baum redeveloped the former Cooper Lamp bldg into the Green Exchange—a multi-tenant center for so-called green or sustainable businesses. The building is now listed on the Historic Landmark Registry, is LEED Platinum and won the Development of the Year from the Chicago Association of Realtors in 2012. The project has been transformative to the neighborhood and we are proud to be part of it. For our part, North Branch Works helped obtain a federal grant from the Department of Health and Human Services, Office of Community Services to develop a below market rate loan program to support small, emerging businesses locating to the Green Exchange as a way to create jobs for needy local residents. Both the redevelopment of the building, the business development and job creation has exceeded our expectations.

We can strongly recommend David Baum and Baum Development as reliable and knowledgeable partners on any real estate redevelopment project.

The Garver Selection Committee has my permission to contact me as a reference for Baum Development LLC. I can be reached at: (773) 929-5552 x225.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Holzer", with a long horizontal flourish extending to the right.

Mike Holzer
Executive Director
North Branch Works

SmithGroupJJR



December 11, 2014

RE: Garver Selection Committee

To whom it may concern,

The Garver Selection Committee has my permission to contact me as a reference for SmithGroupJJR.

Thank you,

Gary A. Brown, PLA, FASLA
Director, Campus Planning & Landscape Architecture

Facilities Planning & Management

9th Floor WARF Building 610 Walnut Street Madison, Wisconsin 53726-2397
(608) 263-3000 FAX (608) 265-3139 TTY (608) 265-5147



Smithsonian Institution

Office of Planning Design & Construction

December 17, 2014

RE: Garver Selection Committee

To whom it may concern,

The Garver Selection Committee has my permission to contact me as a reference for SmithgroupJJR.



Mary E. Kfoury, RA, LEED AP
Branch Chief, Engineering and Design, South Mall
Office of Planning, Design and Construction
Smithsonian Institution
202-633-6263

600 Maryland Avenue, S.W.
Suite 5001
Washington, D.C. 20024
Voice: 202.633.6263 Fax: 202.633.6233

USPS Mail: OPDC Capital Gallery
MRC 511
P.O. Box 37012
Washington, D.C. 20013-7012

SmithGroupJJR



Institutional Planning & Facilities

1501 N. Campbell Ave.
P.O. Box 245018
Tucson, AZ 85724-5018
Tel: (520) 626-4648
Fax: (520) 626-4884
www.medicine.arizona.edu

December 16, 2014

RE: Garver Selection Committee

To whom it may concern,

The Garver Selection Committee has my permission to contact me as a reference for SmithGroupJJR.

Regards,

A handwritten signature in black ink that reads 'Angela Souza'.

Angela M. Souza, MA

Assistant Dean, Institutional Planning & Facilities



October 23, 2014

To Whom it May Concern:

Stone House Development, Inc. has worked on several projects with Bachmann Construction and the results have all been consistent: Excellent quality completed in a timely basis at a fair price. Bachmann self performs masonry, carpentry, concrete, cabinetry and laborer work. From an owners standpoint, Bachmann's ability to self-perform such a large amount of a project's work allows Bachmann to reliably drive the project schedule to a timely and cost effective conclusion.

Bachmann Construction converted the Weyenberg Shoe Factory, the New Glarus Middle School and the Marshall High School in Janesville into apartments for Stone House Development. These buildings were on the Historical Register and reconstruction necessarily followed requirements that are essential to building on the register. Windows, masonry, exterior finishes, interior finishes and many more aspects were expertly matched and crafted by Bachmann.

Dated buildings, and the conversion of them into a new function, create unique challenges. Be it hazardous materials, unforeseen structural issues or locating matching brick that is 100 years old, there are considerable obstacles and Bachmann seamlessly has been able to handle these with skill and knowledge.

I strongly recommend Bachmann Construction for the renovation of Garver Feed Mill.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard B. Amesen".

Richard B. Amesen
Vice President



SCOTT WALKER
GOVERNOR
MIKE HUEBSCH
SECRETARY
Office of the Secretary
Post Office Box 7864
Madison, WI 53707-7864
Voice (608) 266-1741
Fax (608) 267-3842

September 10, 2014

To whom it may concern,

I have worked in the Architecture/Engineering/Construction industry for 45 years; twelve in the private sector and thirty-three with the Wisconsin Department of Administration performing quality assurance, field supervision and project management on a wide variety of state owned projects. I have significant experience on installation, care and restoration of masonry facades throughout my career and am presently responsible for building envelope and masonry quality standards on state projects.

I have worked with Bachmann Construction since 1981 on a variety of state design/bid/build projects, historic properties and repair of masonry facades, including the Ag Hall South Portico, University Club, and Water Science buildings on the UW-Madison campus. On most of these projects, I worked directly with Al Bachmann and Chris Quandt. Throughout the project life cycle, both Al and Chris have consistently managed their contract work in a professional and self-directed manner. They demonstrated substantial knowledge, experience and attention to detail in executing the repair work on historic masonry facades. They have a proven range of experience with restoration techniques both self-performed and/or managed through qualified subcontractors.

Al and Chris have always been sensitive to client needs to ensure a successful outcome on projects. They are excellent problem solvers and contribute valuable guidance when working owners and design teams to resolve difficult issues.

Respectfully,

Owen Landsverk
Project Manager

Sensenbrenner
Associates, Inc.

October 25, 2012

To whom it may concern,

I am the President of the Board of the Center for Resilient Cities. We have recently completed Phase I construction of our \$14 million Resilience Research Center. I am writing to recommend Bachmann Construction based on our very positive experience with them.

Bachmann Construction Company, Inc. served as our Design/Build/Construction Manager on our project in the Rimrock neighborhood of Madison, Wisconsin. We were exceptionally pleased with Bachmann. They hired from the neighborhood (one of our requirements), constructed a LEED Certifiable building utilizing Green practices (achieving, among other things, a 92% level of recycling of demolished and waste-building materials), and administered a direct purchase program for nearly 20% of the project's total cost allowing us to avoid sales tax.

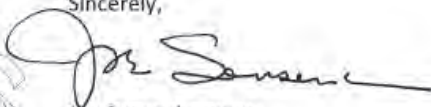
The Resilience Research Center is a multi-activity project which incorporates a Madison charter school (Badger Rock Middle School), sustainable urban agriculture and a neighborhood activities center in an interrelated set of relationships providing opportunities for learning and demonstration projects. This complex setting required collaborative team skills during the design and construction process. Bachmann Construction took the lead throughout, helping us achieve the many aspects of our mission.

At the onset, Bachmann Construction assisted in assembling our Design Team, including a Wisconsin Registered Woman Owned Business. Bachmann and subcontractors conducted a job fair that resulted in (2) hires from our challenged neighborhood. These two gentlemen now have a career path in the construction industry thanks to Bachmann Construction.

The Resilience Research Center, at this writing, expects to achieve 102 of a possible 110 LEED Points in this project. This will make our facility the highest rated building in the Northern Hemisphere. Sustainability and resiliency define our mission, and Bachmann Construction has been with us every step of the way through the process.

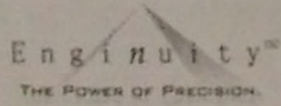
I would endorse and highly recommend Bachmann Construction as a General Contractor/Construction Manager on any complex and multifaceted project.

Sincerely,



Joe Sensenbrenner
President of the Board

Sustainable Resource Group LLC



Enginuity, LLC
802 N Hwy 5
Mansfield MO

12/4/14

To whom it may concern,

The Garver Selection Committee has my permission to contact me as a reference for Sustainable Resource Group LLC.

Thank You,
Omar Galal

A handwritten signature in black ink, appearing to read "Omar Galal", written in a cursive style.

President and Design Engineer
Enginuity, LLC



Department of Public Works
Engineering Division
Robert F. Phillips, P.E., City Engineer

City-County Building, Room 115
210 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
Phone: (608) 266-4751
Fax: (608) 264-9275
engineering@cityofmadison.com
www.cityofmadison.com/engineering

Assistant City Engineer
Michael R. Dailey, P.E.

Principal Engineer 2
Gregory T. Fries, P.E.

Principal Engineer 1
Christina M. Bachmann, P.E.
Eric L. Dundee, P.E.
John S. Fahrney, P.E.
Christopher J. Petykowski, P.E.

Facilities & Sustainability
Jeanne E. Hoffman, Manager

Operations Manager
Kathleen M. Cryan

Mapping Section Manager
Eric T. Pederson, P.S.

Financial Manager
Steven B. Danner-Rivers

December 4, 2014

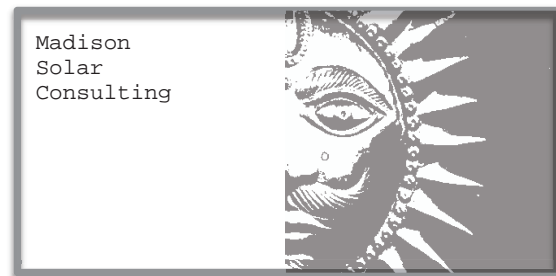
To Whom It May Concern,

The Garver Selection Committee has my permission to contact me as a reference for the Sustainable Resource Group LLC.

Thank you,

Jeanne Hoffman
Facilities and Sustainability Manager
Engineering Division
210 MLK, Jr. Blvd. CCB Room 115
Madison, WI 53703-3342
608/266-4091 – direct
608/264-9275 – fax
608/516-0776 – cell

Sustainable Resource Group LLC



December 4, 2014

To whom it may concern,

The Garver Selection Committee has my permission to contact me, Niels Wolter, as a reference for Sustainable Resource Group LLC.

Sincerely,

A handwritten signature in black ink, which appears to read "Niels Wolter". The signature is fluid and cursive, written in a professional style.

Niels Wolter
Owner
Phone: 608 216 4452
Email: Madison.Solar@me.com

Design Coalition, Inc.

17 December 2014

To Whom It May Concern,

The Garver Selection Committee has my permission to contact me as a reference for Design Coalition, Inc.

Thank you,

A handwritten signature in black ink that reads "Todd Gebhardt". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Todd Gebhardt

Design Coalition, Inc.

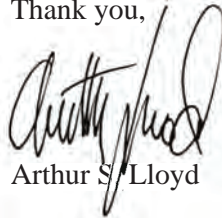
ARTHUR S. AND SUSAN S. LLOYD
1104 A Mound Street
Madison, WI 53715

December 18, 2014

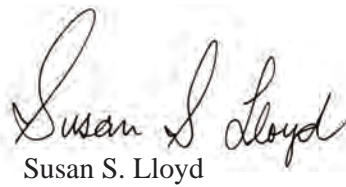
To Whom It May Concern,

The Garver Selection Committee has my permission to contact me as a reference for Design Coalition, Inc.

Thank you,



Arthur S. Lloyd



Susan S. Lloyd



madison children's museum

100 N. Hamilton Street | Madison, WI 53703 | 608.256.6445 | MadisonChildrensMuseum.org

December 17, 2014

To whom it may concern:

The Garver Selection Committee has my permission to contact me as a reference for Design Coalition, Inc.

Over the holidays I can be reached at 608-628-5830, as I will be out of the office until January 7th. My email address is bbaker@madisonchildrensmuseum.org.

Thank you,

Sincerely,

Brenda Baker
Director of Exhibits